

Austria	... \$2.22	Belgium	... \$2.00	Denmark	... \$1.950
Belgium	... \$2.43	Ireland	... \$1.920	S. Africa	... \$1.600
Canada	... \$1.78	Japan	... \$1.900	Spain	... \$1.410
Greece	... \$20.75	Jordan	... \$1.500	Sweden	... \$1.250
Holland	... \$2.25	Kuwait	... \$1.500	Singapore	... \$1.200
France	... \$7.45	Liberia	... \$1.500	Sri Lanka	... \$1.200
Germany	... \$4.20	Morocco	... \$1.500	Sudan	... \$1.150
Iraq	... \$1.20	Norway	... \$1.500	Tunisia	... \$1.150
Hong Kong	... \$15.12	Portugal	... \$1.500	U.S.A.	... \$1.150
India	... \$1.15	Yemen	... \$1.500		

No. 30,205

Wednesday April 8 1987

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**Texaco: legal blunders  
that could kill a  
company, Page 27**

**World news****Business summary**

**Divers  
search  
ferry for  
bodies**

Divers began the grim task of searching the hull of a capsized British ferry for an estimated 124 bodies trapped inside after salvage teams used floating cranes and giant barges to right the *Herald of Free Enterprise*. The ferry capsized off the Belgian North Sea port of Zeebrugge more than a month ago.

Sixty-one bodies had been recovered prior to the righting manoeuvre. Authorities said 348 people survived the accident although they acknowledged that tally may be incomplete due to confusion about whether some survivors were counted twice in the initial rescue. Picture, Page 2

**Mubarak victory**

President Hosni Mubarak's ruling National Democratic Party won 75 per cent of the votes in Egypt's national election and will dominate the new parliament. The opposition claimed the election was rigged.

**Philippines tense**

The military put its troops on alert as tension in the most southern Philippines city heightened ahead of Muslim autonomy talks tomorrow.

**Pope in Argentina**

Pope John Paul II began a visit to Argentina's rich agricultural areas by defending the rights of rural workers. He said they had been neglected too long.

**Pakistan denial**

Pakistani Prime Minister Mohammed Khan Junejo said his country had no intention of producing nuclear weapons. He was ready to sign the nuclear Non-Proliferation Treaty.

**UK poll prospects**

Prospects for a June election in Britain rose after senior ruling Conservative Party members urged Prime Minister Margaret Thatcher to go to the country a year early. Two more options may give the party a commanding lead.

**Chirac warning**

French Prime Minister Jacques Chirac warned his own parliamentary coalition against criticisms of government policy which could hamper it in the year before presidential elections. Page 2

**Gulf war flares**

Iraq said it launched an offensive east of Iraq's northern city of Basra while Iraq said forces had repulsed the attack. Page 4

**Libyan bombing**

Libyan aircraft bombed with "unprecedented intensity" the strategic air base of Ouni-Doum, Chad radio said. The air base was recently recaptured by Chad forces.

**French jail move**

The French Government said it was dropping a controversial plan to set up privately-run prisons and announced a new state-funded prison building programme.

**Amsterdam evictions**  
About 750 police in riot gear stormed an illegally-occupied building in central Amsterdam and evicted the eight occupants, arresting five of them and two of their supporters.

**IRA burial clash**

Mourners clashed with police at an Irish Republican Army funeral in Northern Ireland. Prisoners rioted in a high-security jail and guerrillas attacked security bases.

**Five die in Punjab**

Sikh extremists killed five people and set alight cigarette, drink and barber shops in Punjab. Their action was a fresh challenge to the Indian state's moderate government.

**Petrofina  
'let off'  
US fine  
of \$841m**

PETROFINA, the Belgian oil company, announced that the US Government had decided not to proceed with a \$241m fine for alleged violations of oil price controls. An unauthorised leak from the US Department of Energy in January revealed that Washington was considering imposing what would have been one of the largest fines ever for infringing the controls, which were lifted in 1981.

**NIKSDORF Computer expects further rapid growth this year after raising net income by 29 per cent in 1986 to DM 22m (\$12.1). Mr Klaus Lint, chairman of the West German computer group, said: Page 29**

**RHONE Poulenc**, the French state-owned chemicals group, will this year report consolidated net group earnings of FFr 2.2m (\$307m) for 1986, compared with profits of FFr 2.1m (\$323m) the year before. Picture, Page 29

**Lower dollar would pose threat to world economy says Volcker**

BY STEWART FLEMING, US EDITOR, IN WASHINGTON

MR PAUL VOLCKER, the US Federal Reserve Board chairman, yesterday issued a stern warning about the dangers to the world economy from a further decline in the dollar, hinting strongly that the US central bank fears it could be forced to tighten monetary policy to stabilise the currency.

"The performance of the dollar in the exchange markets might become a factor bearing on our provision of reserves," Mr Volcker said.

Although Mr Volcker has indicated before that he believes the dollar has fallen far enough over the past two years, yesterday's statement to a House of Representatives subcommittee represented his most explicit and unequivocal statement on the risks of further dollar devaluation.

They came on the eve of meetings of finance ministers and central bankers of the major industrial countries (as well as developing countries) who are attending the meetings of the international development committee of the International Monetary Fund (IMF) and World Bank in Washington.

A senior Treasury Department official said that the industrial countries officials would conduct a review of the accord reached in Paris on February 22 where they agreed to try and stabilise key currencies. The US is expected to continue to press its industrial trading partners, particularly Japan and West Germany, to take action to speed up economic growth. The US official said that the accord "has been successful and continues to be successful."

Last night, Japan approved a framework for a set of measures

to get deficit and achieving a better

balance between investment and reducing international trade tensions. The measures, however, are unlikely to satisfy Japan's main trading partners.

Mr Volcker's comments seemed designed to impress upon the financial markets, before these meetings, the commitment of the Fed to dollar stability and to underscore the importance of action in Congress to cut the US budget deficit as the debate over fiscal policy intensifies.

Officials in Washington fear that with growth in the major industrial countries, the difficulty of reducing international imbalances such as the US trade deficit and the surpluses in Japan and West Germany, is increasing.

The deteriorating outlook for the industrial countries is also exacerbating the problems faced by heavily indebted Third World borrowers.

Mr Volcker referred to the threat of relying on dollar devaluation to try and reduce the \$170bn US trade deficit.

There are clear dangers of relying too much on exchange rates to improve the US trade balance. This would clearly pose substantial risks of renewed inflationary momentum and could undermine confidence in future financial stability.

Mr Volcker pointed out that dollar devaluation and the associated higher import prices might offset the improvement (taking place in export volumes). He added that "a future sizable depreciation of the dollar could well be counter-productive... impairing prospects for investment and growth" in West Germany, Japan and other countries with current account surpluses.

Mr Volcker also stated bluntly that the US must "slow the growth of spending at home, particularly for consumption" in order to improve the trade balance, stressing the importance of cutting the budget deficit and achieving a better

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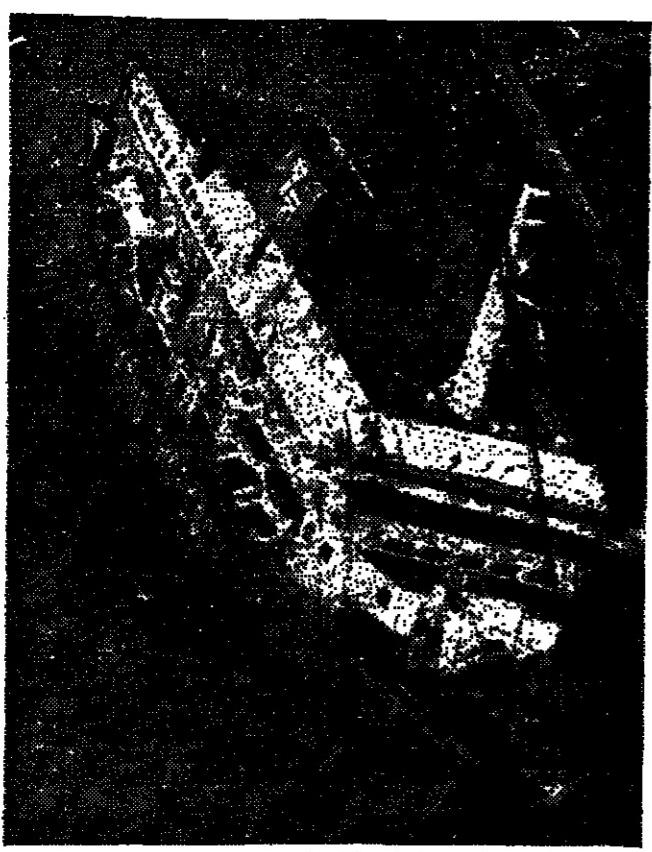
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## EUROPEAN NEWS



The capsized British car ferry, the Herald of Free Enterprise, spewing debris from its portholes, is winched upright in a mammoth salvage operation as divers prepare to go aboard to recover up to 140 bodies.

Belgian police said that the water-filled hulk of the ferry was in a near-vertical position after day-long hauling effort, clearing the way for the retrieval of corpses.

The bodies, nearly all Britons, are believed entombed in the ferry that flooded and keeled over on March 6 on a cross-Channel trip from Zeebrugge to Dover in south-east England.

As the vessel's submerged portside emerged from the water, salvage operators spotted several corpses pinned by furniture and other debris to the inside of walls and windows.

A mass of debris, including furniture and personal possessions, poured out from the vessel as it was winched slowly upright.

## Chirac warns his coalition against criticism

BY DAVID HOUSEGO IN PARIS

MR JACQUES CHIRAC, the French Prime Minister, yesterday warned deputies of his own parliamentary coalition against criticisms of government policy that could hamper its action in the difficult year remaining before the presidential elections.

The warning came in a statement of policy by the Prime Minister introducing a vote of confidence debate at the beginning of the new session of parliament. Mr Chirac decided to seek a renewed vote of confidence as a way of harnessing his fragile majority to the yoke.

His remarks on avoiding damaging criticism were particularly directed at Mr Raymond Barre, the former Prime Minister, who will be Mr Chirac's rival in the presidential election and whose supporters have not conceded their distrust of Mr Chirac. But they were also intended to silence the openly aired differences between ministers and the disputes over policy that have dogged the government in recent months.

In an effort to weld together his majority more tightly Mr Chirac called for a vote that would mark an approval of policies over the past year, an acceptance of the Government's programme for the coming months and an adherence to its broad objectives of policy.

The Government was expected to have a majority on the vote of confidence.

The new session follows the pro-

longed recess that Mr Chirac decided on in January when he adjourned parliament in the wake of the student demonstrations and public sector strikes. It now faces a crowded programme, including controversial legislation over New Caledonia, France's Pacific territory, more flexible working hours and private sector construction of prisons.

Contrary to the government's practices in its first year of power, it intends to be more sparing in its use of emergency procedures to accelerate legislation which last year drew criticism from both opposition deputies and the President.

While Mr Chirac's own neo-Gaullist RPR deputies cheered his speech, his UDF centrist partners responded with only polite applause. Mr Jean-Claude Gaudin, the UDF parliamentary leader, said afterwards in the debate that the Government's majority "is solid and will remain so."

But he maintained the UDF's right to criticise, bringing home the point by calling on the Government to take stronger action to stimulate fixed capital investment. Mr Gaudin said the 1988 budget should include further tax relief for companies.

This aims to replace the massively long and detailed product laws of the past with streamlined regulations

## EEC 'near toy safety standards agreement'

BY WILLIAM DAWKINS IN LUXEMBOURG

EEC STANDARDS for the safety of toys could be agreed within the next three months, Mr Philippe Maystadt, the Belgian Minister in the chair of the Community's Consumer Protection Council, said yesterday.

The new rules would mean that existing products and the 60,000 new toys brought onto the European market every year would have to conform to essential safety requirements. Member states would be obliged to recognise each other's toy safety standards and offer free access to manufacturers conforming with EEC norms.

Speaking after a meeting of EEC Consumer Affairs Ministers, Mr Maystadt, Belgium's Economic Affairs Minister, said that enough progress had been achieved to make it possible for member states to vote through the European Commission's draft directive on toys at the next session of the Consumer Council.

This would be unusually fast progress for a proposal which was only put forward by the Commission last October. It is the second, and by far the most wide ranging, instance of the EEC's so-called new approach to setting industrial standards.

This aims to replace the massive long and detailed product laws of the past with streamlined regulations

Alan Friedman visits Palermo, home of the Mafiosi and scene of the heavily guarded 'maxi-trial' set inside the city's specially-built 'bunker' courtroom



### Sicily

## Never say never in Mafia city

IT IS amazing how quickly one gets used to the sight of machine gun-toting carabinieri, helmeted soldiers wearing thick bullet-proof waistcoats and pistol-wielding policemen on the streets of downtown Palermo.

Perhaps it is sights such as those—the sounds of wailing sirens and the frequent reports of kidnappings, stabbings and robberies which explain why it always feels so good when the Alitalia DC-9 lifts off from the nearby Punta del Rais airport and climbs high above the Tyrrhenian Sea.

There is something tense about this decaying city, world capital of the Mafia: it is, however, less a tension borne of immediate danger, rather the sort of dull, grim and resigned tension associated with a long-term state of siege.

"We are in a war down here in Sicily," says my taxi driver as he creates his own fifth lane in an extremely narrow street and just misses a door-to-door drawn scrap collector's cart. "And the Mafia will always win because at least they give people jobs," he adds, glancing in the rearview mirror to see if I get the point.

A few minutes later another Palermiano (as the locals are called) is telling me about the business of the Mafia and how it provides employment. This is no ordinary Palermiano, however, but the courageous 46-year-old Judge Giovanni Falcone, Italy's leading anti-Mafia magistrate and Sicily's most heavily guarded man.

The jovial and bearded Mr Falcone looks at ease in an office which is a steel-enclosed vault with tiny tinted bullet-proof windows. He leads the team which has already indicted 700 alleged Mafiosi, some 400 of whom are standing trial inside Palermo's modernly-built "bunker courtroom".

He is gathering up his papers and preparing to speed across town in his convoy of Alfa Romeo police cars. Judge Falcone comments on the preparation work he is doing on the "political" Mafia trial, a potentially explosive trial which will trace what the magistrates call the "contiguous" links between certain politicians and the criminal organisation, including a former Palermo mayor accused of working with the Cosa Nostra.

With the "political" trial likely among the defendants currently in office? The bearded judge steps out a slim cigar and rises to do his coat, explaining that he

"You know, I personally signed the deposition which the city lodged in this trial claiming damages from the Mafiosi for what they have done to Palermo," says the young Christian Democrat mayor.

"We've got to clean this place up and make it more like a European city," he adds with a sigh. Then, as the restaurant empties, the tired mayor takes a sip of whisky and smiles grimly. "I had President Cossiga as a guest of the city recently and you know when he was here he called Palermo the capital of the Mafia. In a speech,

"The problem is that he is still precisely that."

## Yugoslavs warned over loss-making enterprises

MORE THAN 2,000 Yugoslav enterprises employing almost 600,000 people made losses last year and about 200 could face liquidation soon, a member of the Presidency of the Confederation of Trade Unions of Yugoslavia (CTU) said yesterday. Reuter reports from Belgrade.

The official, Mr Dusan Koceljevac, said 2,306 firms made losses in 1986 and 200 were in "immediate danger of liquidation" because they failed to cover losses going back as far as 1985.

A bankruptcy law is to come into effect in July under which loss-making firms will have 12 months to recover their 1986 losses. Such firms will have to reduce their wages to the minimum level and those which fail to recover face liquidation.

Senior officials have been quoted recently as saying that the bankruptcy law's applications could cause further industrial unrest in Yugoslavia, which has already been hit by strikes over the past month in protest against a wage freeze.

## Former VW foreign exchange chief held

By Andrew Fisher in Frankfurt  
VOLKSWAGEN'S former head of foreign exchange, Mr Burkhardt ("Bobby") Junger, has been arrested in connection with the currency fraud which has cost the West German car company up to DM 450m (£152.5m).

The state prosecutor's office in Braunschweig near the VW headquarters in Wolfsburg said Mr Junger, 39, had been taken into custody, because it was thought he might leave the scene.

Investigators are still seeking Mr Joachim Schmidt, a foreign exchange broker who disappeared from his Frankfurt office a few weeks ago and has not been seen since.

They also want to talk to other Frankfurt dealers, though the prosecutor's office declined to name them. So far, VW's currency fraud has led to the resignation of Mr Rolf Schlesky, the finance director, who took overall responsibility, the sacking of Mr Junger, and the suspension of six other employees.

Mr Junger has previously denied involvement in the fraud and said he intended to sue VW for wrongful dismissal.

### Soares cautions on Portuguese crisis

President Mario Soares has told Portugal not to expect a rapid resolution of the political crisis caused by the collapse of the conservative government last week, writes Peter Wise in Lisbon.

Mr Soares, who must call an early election or sanction a new government, said he would not reach a decision until he had consulted party leaders and his top level advisory body, the Council of State. He will not be able to hear the council until Mr António Cavaco Silva, the Prime Minister, returns on April 17 from Peking where he will sign a formal agreement on the return of Macao to China.

### EFC 'stagnation'

Industrial production in the EEC was at the same level this January as it was in January 1986, the statistics office Eurostat said in a report published yesterday. Reuter reports from Luxembourg.

Eurostat said the EEC industrial production index, which uses 1980 data to give a base of 100, stood at 103.9 in both months.

### N-plant charges

Two managers of a controversial West German nuclear fuel processing plant are to go on trial next month on charges of illegally operating the facility, a court official said yesterday. Reuter reports from Hanau.

Three officials of the state of Hesse will also be tried on related charges of aiding and abetting the illegal operation of the Alkem plant at Hanau, east of Frankfurt, in contravention of regulations governing nuclear fuel production, the court official said.

### FINANCIAL TIMES

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(Incorporated in England under the Companies Act 1985—No. 2084022)

Introduction

of

16,689,474 Ordinary shares of 10p each

Appletree Holdings plc ("the Company") is the holding company of Hunters Foods Limited and Appletree PLC. Hunters Foods Limited manufactures and markets crisp and snack products. Appletree PLC is principally engaged in the pre-packing, distribution and wholesale marketing of home produced and imported vegetables and citrus fruit.

Application has been made for the whole of the issued share capital of the Company to be admitted to the Official List.

Particulars relating to the Company have been circulated in the Exetel Statistical Services. Copies of the Listing Particulars may be obtained during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 21st April, 1987 from:

Kleinwort Benson & Co  
20 Fenchurch Street  
London EC3

Appletree Holdings plc  
Princewood Road  
Corby  
Northamptonshire

and up to and including 10th April, 1987 from the Company Announcements Office, Quotations Department, P.O. Box 119, The Stock Exchange, London EC2P 2BT, for collection only.

8th April, 1987

Debt notes

## Stringent Irish budget faces union challenge

By HUGH CARNEGY IN DUBLIN

THE IRISH Government's determination to pursue the stringent measures outlined in last week's budget will meet its first formal challenge today in a meeting between Mr Ray MacSharry, the Finance Minister, and public service trade unions.

The unions have expressed hostility to Mr MacSharry's plan to freeze pay and jobs in the 157,000-strong public service from this June as part of a range of contractionary measures designed to close the gap between spending and revenue and reduce the burden of the 132bn national debt.

Mr MacSharry and Mr Bertie Ahern, the Labour Minister, will argue with the public service committee of the Irish Congress of Trade Unions that the government pay and pensions bill this year of £2.84bn represents a 5 per cent rise over 1986, which is ahead of inflation, and must be cut next year.

The unions, shocked by the severity of the budget, have warned of confrontation if the government does not soften its stance.

The Fianna Fail government's ability to make the budget stick is under close scrutiny. The toughness of that targets it has itself surprised many people, including a good number of Fianna Fail supporters, who had been little or no hint of such a deflationary approach in the party's February election campaign.

If it is seen to stick to its guns, Fianna Fail is hoping the resulting market confidence should bring a cut in real



Ray MacSharry: budget plan facing opposition

interest rates, currently at more than 10 per cent, and an upturn in economic activity.

A decision at the weekend to revise cuts in home building grants, after a huge public outcry and at a cost of £230m, last week dented that confidence.

However, a circular from the Department of Health halting grants to service providers, signed off to Aer Lingus, the state-owned airline, set to pay a 5 per cent pay rise already recommended in arbitration and government warnings of a return of local authority charges have bolstered the belief that Mr MacSharry means business.

If it is seen to stick to its guns, Fianna Fail is hoping the resulting market confidence should bring a cut in real

## Belgium to introduce widespread smoking ban

**SMOKING WILL** be banned in most enclosed public places in Belgium, one of Europe's biggest tobacco-consuming nations, from September 1, Reuter reports.

Mr Wim De Meester, Public Health Minister, told a news conference that a law designed to protect the health of smokers and non-smokers alike had just been signed by King Baudouin.

It will ban smoking in places such as schools, hospitals and rest homes, railway booking halls, waiting rooms, and cultural and sports centres—swiped by public bodies. Offenders will be liable to fines of up to BEF 15,000 (£233).

A few exceptions will be allowed in buildings where it is possible to provide separate facilities for smokers and non-smokers.

Tobacco industry sources said the average Belgian smokes more than his counterpart in any other EEC state except Denmark.

Consumption per head in 1985 averaged 1,918 cigarettes, 70 small cigars, 12 large cigars and 725 grammes of pipe tobacco. About one in three Belgians smokes.

Advertisements for cigarettes in Belgium have to carry a warning that tobacco damages health.

## Paul Betts reports on the background to continuing upheaval in French broadcasting 'Bouygues Bang' fails to end TV soap opera

Channel or La Cinq, known as La Six.

With the granting of TF-1 to Mr Bouygues and his partners—who include the UK's Robert Maxwell—the conservative government's broadcasting reform has now been broadly set into place a comfortable year ahead of the presidential elections of May 1988.

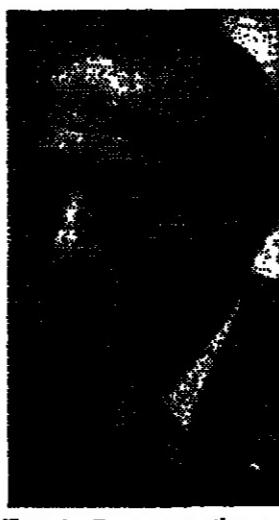
The Government has argued that the reform reflects the need to adapt the French broadcasting sector to the sweeping changes taking place in the communications industry as a result of satellite cable and other new technologies and the new and growing demands of consumers.

At the same time it has attempted to disguise only very superficially the fact that the reform was a highly political affair, as everything which touches on French television always has been.

President François Mitterrand and the former Socialist government had stolen a march on the opposition when they launched the two private commercial television networks—the Fifth and the Sixth—as well as France's and Europe's first pay television channel, Canal Plus.

The new private networks were regarded as an effort by the left to generalise in practice the impact of the state television system from the hands of the right when it returned to government, as was expected, in March 1986.

The right therefore decided to cancel the concessions granted to the Fifth and the Sixth. After a bidding competition in which the outcome was never much in doubt, close associates of Mr Chirac's RPR



Francis Bouygues: the surprise victor

neo-Gaullist party gained control of them two networks. Mr Robert Hersant, the right-wing press baron and owner of Le Figaro, who had long been "promised" a network by the right, has taken over the Fifth in partnership with Mr Silvio Berlusconi, the Italian television entrepreneur.

The Lyonnaise des Eaux, private water utility company, whose chairman Mr Jérôme Monod is a former secretary-general of the RPR, won in partnership with the Comédie-Luxembourgaise de Télédistribution the concession for the Sixth Channel, which has already been transformed from a specialised music and pop network into a general interest channel.

But the overtly political nature of the broadcasting reform finally appears to have undermined the efforts of Hachette, the country's leading publishing group, to secure control of TF-1. From the beginning, Hachette was regarded as the frontrunner for TF-1 and the company would be Mr Chirac and his partners will pay FF 5bn (£305m) for a 50 per cent controlling stake, with the remaining 40 per cent being sold to the public and 10 per cent going to the network's staff.

But the dramatic and unexpected finale at the weekend of the battle for France's leading state television network is not expected to be the end of the French television saga. Like all good soap operas, the show will go on.

## Denmark to discourage shopping trips abroad

By HILARY BARNES IN COPENHAGEN

DENMARK yesterday announced measures to discourage shopping trips to West Germany and other countries where taxes on consumer goods are considerably lower.

From yesterday, shoppers who spend less than 24 hours out of the country may only bring back goods worth DKr 275 (about £26) before becoming liable for duties and taxes at the border. The previous limit was DKr 2,500.

At the same time, Mr Ida Fuglsig, the Danish Treasury Minister, proposed abolishing excise taxes on a variety of items, including radios, loudspeakers, record players, videotapes, food mixers and microwave ovens. This will reduce the price in the Danish shops by 5 to 10 per cent.

To compensate for the revenue shortfall, the registration tax on four-wheel-drive cars and small pickup trucks will be increased to bring war consensus on the defence budget.

The opposition Social Democratic Party, on which the Government relies for a majority on the defence budget, has said that it will under no circumstances agree to increased defence spending. If the Government and the opposition do not agree, it will end the post-war consensus on the defence budget.

The verdict, however, will be taken as something of a vindication by the court of the pre-1986 Nationalist Action Party which Mr Turke led and which was on trial for attempting to stage an armed insurrection.

Out of 235 defendants sentenced, and 135 acquitted, five death sentences and five sentences of life imprisonment were handed out. These, however, went to relatively minor figures among the accused, with most of the party leadership being acquitted.

Mr Turke will automatically be allowed to appeal against his sentence and sees unlikely that he will be condemned to return to prison as he has already served more than four years in a military jail.

The Nationalist Action Party, which preached a radical form of far-right-wing nationalism, was frequently accused by its opponents of being neo-Fascist and of plotting political murders and violence.

It became internationally notorious for its youth wing, who called themselves "Grey Wolves," and greeted Mr Turke at the court with "long live the Hitlerites."

Mr Mehmet Ali Agca, the convicted assailant of Pope John Paul II, is widely thought in Turkey to have come from the Grey Wolves.

Though the Nationalist Action Party was shut down by the military, along with all other parties, in October 1981, it has been reformed under the name of the Nationalist Work Party without any action being taken by the authorities.

One wing of the ruling Motherland Party of Mr Turke, already composed of former supporters of Mr Turke,

## Turkish far-right leader jailed for 11 years

By DAVID BARCHARD IN ANKARA

A FORMER Turkish deputy prime minister, Mr Alparslan Turke, was given a jail sentence of 11 years and one month in an Ankara martial law tribunal yesterday at the end of a trial lasting just under six years.

The verdict, however, will be taken as something of a vindication by the court of the pre-1986 Nationalist Action Party which Mr Turke led and which was on trial for attempting to stage an armed insurrection.

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## Finland asks mediator to explore coalition options

By Olli Virtanen in HELSINKI

FINLAND'S President Mr Mauno Koivisto has in a surprise move requested Mr Esko Rokka, a former prominent Cabinet minister, to explore options for a wide-based coalition government.

President Koivisto still prefers a coalition between the three biggest parties, the Social Democrats, the Conservatives (Kokoomus) and the Centre Party. This, however, seems unlikely because the SDP has indicated a strong willingness to stay in opposition.

The March 15-16 elections produced a big upswing for the Conservatives, who advanced to 33 seats from 44, and a moderate surge for the Centre Party which moved up to 40 from 37 in the 200-member parliament.

ALBUQUERQUE ANCHORAGE ATLANTA AUSTIN BALTIMORE BLOOMINGTON BOSTON BUFFALO BURBANK BURLINGTON CAPE GIRARDEAU CEDAR RAPIDS CHAMPAIGN CHARLOTTE CHICAGO CINCINNATI CLEVELAND COLORADO SPRINGS COLUMBIA/JEFFERSON CITY COLUMBUS DALLAS/FORT WORTH DAYTON DECATUR DENVER DES MOINES DETROIT EVANSVILLE FAYETTEVILLE FORT LAUDERDALE/HOLLYWOOD FORT LEONARD WOOD FORT MYERS FORT SMITH GREENSBORO/HIGH POINT/WINSTON-SALEM HARRISBURG HARRISON HARTFORD HONOLULU HOUSTON JACKSONVILLE JOPLIN KANSAS CITY LAKE OF THE OZARKS LAS VEGAS LINCOLN LITTLE ROCK LOS ANGELES LOUISVILLE MADISON MARION MEMPHIS MIAMI MILWAUKEE MOLINE MINNEAPOLIS/ST PAUL NASHVILLE NEW ORLEANS NEW YORK NORFOLK/VIRGINIA BEACH/WILLIAMSBURG OKLAHOMA CITY OMAHA PORTLAND QUINCY RALEIGH/DURHAM ROCHESTER SEATTLE/TACOMA SAN ANTONIO SAN DIEGO SAN FRANCISCO/OAKLAND SAN JOSE SARASOTA/BRADENTON SALT LAKE CITY SIOUX CITY SIOUX FALLS SPRINGFIELD, ILL. SPRINGFIELD, MO. ST LOUIS SYRACUSE TOLEDO TUCSON TULSA TAMPA/ST PETERSBURG/CLEARWATER WATERLOO WASHINGTON WEST PALM BEACH WICHITA

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## OVERSEAS NEWS

# Top army commanders warn Thai politicians

BY PETER UNGPHAKORN IN BANGKOK

THAILAND'S ARMY commanders have warned politicians not to continue a campaign of criticism against Gen Prem Tinsulanonda, the Prime Minister, and the military.

The warning was issued this week by Gen Pitsi Hemabutr, the deputy army commander, when 500 generals and other senior army officers visited one of the targets of criticism, Gen Chavalit Vongchayudh, the army commander in chief, in a show of unity and support unprecedented in recent years.

The army has long played a key role in Thai politics, and its backing for the current civilian government is considered essential for the continuation of civilian rule in the country.

Gen Pitsi asked his commander to review an order instructing the army to remain impartial under criticism. Gen Chavalit's reply was ambiguous. He said what had happened would "be for the good."

The warning to politicians implies army top brass may be considering a coup d'état among other options, though it could be more of a threat than an intention. Some analysts argue that the strong military reaction could backfire, leaving the increasingly powerful civilian elite more sympathetic towards



Chavalit — centre of controversy

the critics.

The political temperature has been rising over the past few weeks as the April 1 opening of the new parliamentary session approached. Opposition parties have been gathering complaints against a number of ministers and are due to table a no-confidence motion, probably against the whole cabinet, but possibly excluding Gen Pitsi. Government parties are split, but a government defeat seems unlikely.

The army has no objections to criticisms targeted at elected

ministers, but when opposition politicians started criticising the Prime Minister, and the army commander, indignation was aroused.

On April 1, Mr Kukrit Pramoj, a former Prime Minister, accused Gen Prem of being idle. Worse, he suggested, Gen Chavalit was under the influence of a Marxist-Leninist and intended putting Thailand under a "Communist-type" system with the monarchy at the head.

The official Islamic Republic News Agency in Tehran said that 2,600 Iraqi troops had been killed or wounded in the attack code-named "Kerbala-8".

Analysis of the war which started six and a half years ago was unclear whether the resumption of the fighting on the critical southern front was a probe testing Iraqi defences or pressed a resumption of which earlier this year brought the Iranians to about six miles from Basra, Iraq's second city.

Tehran Radio interrupted normal programmes to play martial music. It also broadcast a recorded address by Ayatollah Khomeini, spiritual leader of the regime, in which he said: "The Iranian nation must maintain its resolve, it has already maintained its responsibility which is becoming increasingly important."

At the last round of peace talks in Geneva last month the gap over troop withdrawal narrowed. Moscow cut its estimate of the time they needed to get out from four years to around 18 months; the Pakistanis increased their idea of a reasonable time from four months to about seven.

Mr Junjeo and the party travelling with him to Britain this week have indicated that it should not be difficult to settle

## Iran starts fresh push east of Basra

By Our Middle East Staff

AFTER A lull of a month in the Gulf conflict flared again yesterday, Iran claimed its forces had penetrated Iraqi lines to a depth of a mile east of Basra, the main focus of intense fighting in January and February.

The official Islamic Republic News Agency in Tehran said that 2,600 Iraqi troops had been killed or wounded in the attack code-named "Kerbala-8".

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## Replacing the Kabul regime has become chief stumbling block Afghan solution remains elusive

BY ROBIN PAILEY, ASIA EDITOR



A Soviet military project is no longer the key issue

at around nine months, and certainly "within a year from starting," when the Geneva

talks resume.

Mr Junjeo and Mrs Margaret Thatcher, the British Prime Minister, appear to be in complete agreement over both the need for a shorter withdrawal timetable than proposed by the Soviets and over the need to

insist beforehand on an acceptable form of non-aligned government to replace the present Soviet "puppet" administration led by Dr Najibullah.

Mrs Thatcher has told Mr Junjeo that Mr Mikhail Gorbachev convinced her during her recent visit to Moscow of his sincerity in wanting to pull the 115,000 Soviet troops out of

Afghanistan, a view supported by State Department officials who also formed in recent days.

But it is far from certain Mr Gorbachev will be prepared to accept the form of government desired by Dr Najibullah, the ruler by implication, Britain has been

They are demanding that the Communist-led government Dr Najibullah must be removed in its entirety and that his replacement committee members could certainly not include Najibullah and possibly other communists. It is not clear what demands for Dr Najibullah leave the country have been presented.

The Soviets, having finished Dr Najibullah's civil service and security forces and Mr Gorbachev is unlikely to allow the monarch to march home, unless they have driven out the Soviet occupation, the government of the Communists' People's Democratic Party of Afghanistan will stay at one stroke.

A compromise being discussed privately by the Pakistanis and with which the British have some sympathy is a very broad coalition government of all parties including the Nationalists and the Communists, but Dr Najibullah, though a neutral and universally acceptable figurehead leader.

## Chalker to tackle Ethiopia rights issue

By Michael Holman

THE SENSITIVE issue of linkage between human rights and aid to Ethiopia will be among the subjects to be tackled by Mrs Lynn Chalker, minister of state at the UK Foreign Office, when she starts an eight-day visit to the Horn of Africa tomorrow.

Ethiopia's policies of resettling up to 1.5m people from drought-stricken areas of the country and into the desert "no-man's land" of "wolaitzess" — provinces have been criticised in the west — the former on the grounds that some of the resettlement moves have been enforced by the government.

Mrs Chalker is also due to visit Somalia and Kenya, where among the subjects likely to be raised with President Daniel arap Moi is allegations of human rights abuses

## Mubarak party set for big win

By Tony Walker in Cairo

PRESIDENT Hosni Mubarak's centrist National Democratic Party is headed for a big win in Egypt's parliamentary election amid opposition recriminations about the intimidation and ballot rigging by the authorities.

The NDP, which won 39 of 446 elected seats in the 1984 election was expected to retain a comfortable two-thirds majority in the new parliament.

Interest was focusing on which group would emerge as the main opposition to the NDP. The Muslim brotherhood in alliance with the socialist Labour Party and Liberals appeared to be doing better than the right of centre New Wafd Party, according to latest returns.

Mr Fuad Seragedin, the 78 year old leader of the New Wafd, described the elections as the worst in Egypt's history.

## Tokyo approves framework to boost domestic economy

BY CARLA RAPORT IN TOKYO

JAPAN'S ruling Liberal Democratic Party yesterday approved a framework for a set of stimulus and economic measures aimed at boosting the economy and reducing international trade tensions.

The package was approved only hours before Mr Kiichi Miyazawa left for Washington to attend the G6 and G7 meetings of finance ministers of the leading industrialised countries.

The framework, which still has to be approved by the Ministry of Finance and the Diet (Parliament) is not expected to go a long way toward appearing Japan's main ally in the INF talks which are due to resume next month.

It appears that the LDP's pump-priming recommendations are very similar to measures taken each year for the past

several years. These include front-loading some 80 per cent of the Government's public works projects into the first six months of the year and preparing a supplementary budget for the autumn.

The LDP's recommendations do not appear to depart from Japan's firm commitment to fiscal austerity, but government officials yesterday were at pains to say that the wording of yesterday's announcement does indeed indicate a first step toward a loosening of fiscal policy.

It appeared, however, that the so-called "minus ceiling" formula was left intact. Aimed at reducing the country's budget deficit, this formula details exactly how much each government department and agency is to expect a lower budget allocation each year until the budget is balanced.

Baghdad yesterday reported fresh air attacks on Sirri and Larak Islands. It also said that off-shore oil fields in the north of the Gulf — Cyrus, Nowruz and Adesir — had been raided.

## Political changes likely in Sierra Leone

By Quentin Peel in Brussels

BY Peter Blackburn in Abidjan

THE reported house arrest of veteran ex-president Siaka Stevens of Sierra Leone and first vice-president Francis Minah last weekend following investigations into a foiled coup attempt two weeks ago shows that President Joseph Momoh may finally be breaking with the old political order.

Mr Siaka Stevens, now 83, retired after 17 years rule to a specially built palace on Juba hill in freehold 18 months ago but remained chairman of the ruling All People's Congress.

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## Hussein appeals to EEC to push Mid-East peace

By KING HUSSEIN OF JORDAN

KING HUSSEIN of Jordan has appealed to the European Community to use its influence with both the US and Israel to promote the idea of an Arab-Israeli peace conference in the Middle East.

At the same time pressure is building up on Britain not to end its longstanding diplomatic relations with Syria to stand in the way of the current peace initiatives in the region.

King Hussein yesterday met Mr Leo Tindemans, the Belgian Foreign Minister currently in the chair of EEC Council of Ministers, and Mr Wilfried Martens, the Belgian Prime Minister, to co-ordinate a strategy for the peace conference, now backed by the Comoros.

Mr Tindemans, who will set off on a tour of Middle East capitals later this month in an

effort to bring the sides closer together, said the Jordanian ruler had urged the EEC to "fulfil its promise" in contacts particularly with the US and Israel. Both governments are still hesitant about the role and participation at any conference.

The other government still opposed to the idea is Syria, although Mr Tindemans said he had been President Assad was now more flexible than he had been. King Hussein held talks with the Syrian president last Friday.

Syria is the one key Middle Eastern country not included in Mr Tindemans' tour. He is going to Saudi Arabia, Egypt, Jordan and Israel itself. He insisted yesterday that he was not deterred by the EEC ban on Ministerial contacts with Damascus.

than fallible economic forecasts.

More importantly, they are wary about any move in the direction of what could be seen as a system of target zones for exchange rates.

Their argument is that the US in particular has to provide far more evidence of its ability to live up to existing commitments — especially to reduce its budget deficit — before they could think of accepting additional obligations in framing their policies.

The opponents are aware, however, of the US Administration's need to produce an apparently endless stream of new initiatives to curb protectionist pressure in Congress.

That means that some agreement on additional use of indicators — if not a token acceptance of norms — might be in place in time for June's world economic summit in Venice. If it is, it will almost certainly be vague and based, as one European official commented last week, on "the lowest common denominator."

## Threat of strikes in Jamaica

By Canute James in Kingston

MR MICHAEL Manley, leader of the Social Democratic Peoples National Party (PDP), has threatened to stage "the most massive demonstrations ever" in the next few weeks to support the party's efforts to force Mr Edward Seaga, the Jamaican Prime Minister, to call a general election.

The Government, however, has given warning of likely political violence because of the demonstrations, raising the possibility of clashes between factions of the PNP and the conservative Jamaica Labour Party (JLP), led by Mr Seaga.

Mr Seaga has repeatedly refused to agree to Mr Manley's demand for an election, which is not constitutionally due until December of next year.

The PNP's enthusiasm for the vote has been fired by a landslide win in municipal elections last July. Mr Manley had promised to begin the PNP's demonstrations at last week's opening of the new parliamentary year, but this was cancelled when he became ill.

## Shultz to seek Soviet view on total N-test ban

BY LIONEL BARBER IN WASHINGTON

MR GEORGE SHULTZ, US secretary of state, intends to explore a possible shift in the Soviet Union's demand for a total nuclear test ban during his talks in Moscow next week.

The Soviets have made a total test ban the centrepiece of their arms control proposals, partly because of its high propaganda value. But the US has consistently argued that nuclear testing is essential as long as there are nuclear weapons.

Under a new Soviet proposal outlined to US officials last month, Moscow would postpone the goal of a complete ban in favour of new limits on the size and number of nuclear tests.

The apparent shift comes shortly after the Soviets resumed nuclear testing, ending a 19-month moratorium which failed to provoke a similar US response.

The New York Times reported yesterday that the Soviet proposal had sparked debate in the Reagan Administration. Some senior US officials such as Mr Shultz were keen to explore possible Soviet flexibility. More hawkish officials insist that the Soviets first agree to additional verification measures under two as yet unratified treaties drawn up in the 1970s.

In testimony before a House

## Brazil's car producers sign accord on exports

By Ana Charters in Brazil

THE Brazilian Ministry of Finance and the national vehicle manufacturers association, Anfavea, have signed a protocol in which the car manufacturers concerned themselves to export \$4.5bn (£4.5bn) and investment of \$6m, in exchange for flexible pricing and a gradual cut in Federal taxes on the retail vehicle price.

The second represents a new approach to promoting exports and advancement.

Mr Andre Beer, Anfavea's president, said that the three-year export target was viable based on a projected \$2.2bn in exports for this year and a 10 per cent increase in 1988 and 1989. Car, truck and tractor manufacturers participated in the agreement which includes a minimum targeted trade surplus of \$4.5bn for the industry after imports are deducted.

The proposed \$6m includes investment in research and development of investment plans that have been suspended due largely to price controls on the industry.

On pricing, the first step is an increase of up to 15 per cent expected this week, as part of a recuperation in margins between cost of production and retail prices. The intention of the accord is to offer increases to manufacturers by a corresponding reduction in government taxes charged at retail, so that vehicle prices to consumers remain roughly the same and not depress sales.

Unlike former pricing practices which required prior government approval, manufacturers are free to increase their prices, subject to 40 days notice to the Interministerial Price Council and cost structures, justifying the increase, as well as an outside auditor's opinion.

On the debt front, President Jose Sarney created a presidential advisory commission on the foreign debt negotiations, subordinate to the Minister of Finance, but headed by an ambassador at large. The purpose of the 10-member commission is to negotiate a new form which Mr Dilson Funaro, Minister of Finance, hopes to create after his visits with international financial authorities and bankers this week in Washington.

the perception in 1985 that reversing the major imbalances in the world economy would demand a greater convergence of economic performance.

Above all, there was a realisation that a fall in the dollar would not of itself be enough to turn around the huge and growing US current account deficit and to erode the parallel剪影 in Japan and West Germany.

Indicators would focus the attention of each government on the international implications of their economic policies and, in particular, the contribution of those policies to the creation of a more substantial pattern of balance of payments.

Over the past year economists at the IMF have been developing an analytical framework to highlight the tensions between trends and policies in the major economies and illustrate the implications for current account balances and for exchange rates.

By looking, for example, at

recreation havens" Christian Democrat President Mr Venceslao Cerezo, elected in Mexico City in January 1986, appears willing to buy the hatchet.

Discussions will focus instead on ways of allowing the voluntary repatriation of the estimated 40,000 refugees who are still reluctant to leave Mexico because of poor living conditions and fear of army persecution in Guatemala.

President Castro made his statement at the closing session of the congress of the 600,000 member Union of Young Communists, when he reviewed Cuba's economic problems. This year, he said the country's hard currency imports were limited to \$500m.

A central issue debated



## WORLD TRADE NEWS

### Hong Kong defends 'grey market' in Japanese chips

BY DAVID DODWELL IN HONG KONG

THE Hong Kong Government responded yesterday to US allegations that the territory was the main "grey market" for the sale of cut-price Japanese semiconductor chips by in effect accepting that its own efforts to mind its own business.

Mr Michael Sze, Hong Kong's Director of Trade, insisted it was up to individual countries to decide whether importing cheap electronic components is detrimental to its local industry. He added that US efforts to monitor third-country markets amounted to interference in Hong Kong's bilateral trading relations.

Officials acknowledge that in a free-trade market like Hong Kong, local electronics manufacturers can and do buy microchips for less than the \$8 per chip that the US says is a fair price.

US officials have focused on Hong Kong in their efforts to demonstrate that Japanese manufacturers have been contravening the controversial US-Japan chip pact agreed last July. This agreement was intended to answer the complaints of US electronics manufacturers that Japanese competitors were "dumping" their memory chips in the US market.

Washington is poised to impose sanctions against Japan for its alleged failure to curb the dumping of semiconductors and to open its markets to foreign chip producers.

The spotlight turned on Hong Kong just over two weeks ago

when Oki, a leading Japanese electronics company, was apparently caught selling memory chips to a Hong Kong-based buyer for less than two-thirds of the \$8 "fair price."

Hong Kong electronics companies admit that they buy chips below \$8. Mr David Sze, Mr Michael Sze and others of Hong Kong, commented:

"Japanese manufacturers have been very aggressive once they have decided to win a particular market share. But there are no political factors behind who we buy from. Hong Kong is an open market, and we buy as cheaply as we can."

"US manufacturers have no right to try to influence what we are doing. The price we pay is linked to the size of the order, the length of time we have been buying from a supplier, and the quality of the product. Over the past two years, Japanese suppliers have been very flexible."

Hong Kong appears to be a leading buyer of cut-price memory chips partly because it is a free market, and partly because it makes very few chips of its own. Imports of microchips amounted to \$967m (£510m) last year, with about 36 per cent coming from Japan.

Mr Sze said yesterday that the Hong Kong Government doubted the validity of the US-Japan chip pact, and was among those countries that had challenged it in the General Agreement on Tariffs and Trade (Gatt).

### Gatt talks backed by private sector

By Peter Montague,  
World Trade Editor

TOP US and European businesses are in joint forces in suggesting to their governments how the new Uruguay round of multilateral trade liberalisation should be handled.

The co-operation was announced yesterday by the US Business Roundtable, which groups some 260 chief executives of big companies,

and its European equivalent, the Roundtable of European Industrialists.

The initiative is likely to be welcomed by the General Agreement on Tariffs and Trade (Gatt), whose director-general, Mr Arthur Dunkel, has called for the active participation of private sector business in the Uruguay round.

According to Mr James Robinson, chairman of American Express, who chairs the US Roundtable task force on international trade, business has a great interest in several aspects of the Gatt round, ranging from the removal of barriers to trade through the protection of intellectual property rights to measures that could strengthen the workings of Gatt itself.

Warning that growth in world trade has been inadequate, Dr Pehr Gyllenhammar, chairman of the Volvo motor concern, who heads up the European Roundtable, said the aim was to promote awareness among governments of the importance of the trade, which are expected to last for years.

"Trade only comes to the top of the agenda when there is a crisis," he said, and was too often delegated to junior ministers.

• The US yesterday called for Gatt to be given stronger powers to enforce world trade rules.

US Deputy Trade Representative Michael Smith issued the call at a special committee meeting on the future of Gatt, part of the Uruguay round of negotiations launched by ministers last September. The round covers 13 areas of trade in agriculture, manufactured goods and services.

### Currency costs hit Nigerian motor industry

BY PETER BLACKBURN IN ABIDJAN

NIGERIA'S troubled motor industry is experiencing a huge shake-out following the permanent closure last week of two commercial vehicle assembly plants.

Leyland Nigeria, 60 per cent owned by the Nigerian Government, has closed its Range Rover and truck assembly factory at Badan, 50 miles west of Lagos. The Naira 75m (£512m) factory, one of the most modern in black Africa, employed some 1,700 workers in 1984.

National Trucks Manufacturers, 40 per cent owned by Fiat's commercial vehicles subsidiary Iveco in a joint venture with the Government, has closed its assembly plant at Kano in the north.

Both plants have been periodically closed in the past due to shortages of imported assembly components.

The country's eight vehicle assembly plants for some time have been operating at a fraction of capacity due to a shortage of foreign exchange to purchase components. A depressed local market has also resulted in demand for commercial vehicles shrinking to about 7,000 a year against a production capacity of 70,000.

The collapse of the country's oil revenue means that since 1983 the allocation of foreign exchange has been tightly rationed through import licences.

The Government attitude, recently expressed by Industries Minister Lt Gen Alani Akinkade, is that the sector needs to be rationalised in terms of the number of assembly plants, models and

parts so as to achieve economies of scale and bring prices down to affordable levels.

The Government is critical of the failure of assembly plants to use more local components. Whereas a target of 75 per cent local sourcing was set for 1987, none of the companies manage more than 30 per cent.

The assemblers complain of the high cost, low quality and irregular supplies of local components. They also say that the loss of a valuable capital base for industrial training and will delay potential new investment.

However, observers point out that both Leyland and National Truck Manufacturers were

heavily capitalised, high-cost producers and more vulnerable to a prolonged period of low capacity utilisation than other assemblers.

Further closures are not inevitable, they add. America's Stag local associate is reported to be concentrating on the assembly of military vehicles while British Büssing is cutting costs at its Andover Motor Manufacturing Company in England by importing components from Brazil instead of Germany. Despite the unfavourable market, the French trading company Socar is to build a new Peugeot pickup truck assembly plant.

However, the two passenger car assembly plants both envisage a major reorganisation.

### Thai move by Chrysler Canada

By Bernard Simon in Toronto

CHRYSLER'S Canadian subsidiary is to overcome curbs on car imports from Japan by buying Mitsubishi Colt sedans and hatchbacks from a plant in Thailand.

The cars, which are small sub-compacts, will be assembled by KMC Sitztief, a joint venture between Mitsubishi and the Siripol group of Thailand. Import volumes from Thailand will rise from 8,000 cars in the 1988 model year to 20,000 in 1990. Chrysler has a 24 per cent shareholding in Mitsubishi.

The cars to be bought from Thailand are identical to those now supplied from Mitsubishi plants in Japan. Chrysler Canada said yesterday that demand for sub-compacts has outstripped supply, and "we feel that we have to get more cars from Thailand."

The Thai cars will not be exported to the US, where Mitsubishi has a separate dealer network.

Voluntary restraint agreements in force for the past six years limit Japanese carmakers to an 18 per cent share of the Canadian market. Chrysler imports 12,000 cars and trucks a year from Japan, but has a share of only about 8 per cent of the domestic sub-compact market. It is aiming for a 15 per cent share.

### Daihatsu to begin exporting cars to US

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

JAPAN'S Ministry of International Trade and Industry (MitI) has cleared the way for Daihatsu to start a marketing programme in the US this year. The Japanese company is the only one of the nine Japanese car producers not to sell its car in the US.

MitI has allocated Daihatsu 0.5 per cent of the 2.3m Japanese car export quota for the US for the year beginning April 1—a total of 11,498 vehicles.

Each of the other eight Japanese car makers has given up 0.5 per cent of its allocation to make room for Daihatsu because MitI agreed to hold the quota at 2.3m for the third successive year.

The other allocations for the year according to unofficial Japanese reports, are: Toyota 613,816; Nissan 541,778; Honda 226,661; Mitsubishi 194,125; Subaru (Fujii Heavy Industries) 107,062; Suzuki 119,798 and Suzuki 60,397.

Mr Yoshio Yoshioka, managing director of Daihatsu, says the company will be ready to launch its L110 Charade car—introduced in Europe at the Geneva Motor Show this month—in the US in the autumn.

Daihatsu prepared the car for the US although there was no guarantee it would be allo-

cated part of the 1987-88 quota. "It pays to have a car ready for the States because it helps your cars meet emission requirements in other parts of the world, such as Switzerland, Austria and Australia, which follows the US regulations," Mr Yoshioka says.

Last July Daihatsu set up its own car-import company in Los Angeles. Mr Yoshioka says the company will start by concentrating car sales in the US West coast.

Daihatsu is closely linked with Toyota, the largest Japanese automotive group. Toyota owns 14.8 per cent of Daihatsu

and the smaller company produces about 60,000 cars a year for Toyota.

Mr Yoshioka says Daihatsu's total vehicle output should rise from about 740,000 to 800,000 this year, with cars accounting for 60 per cent.

The company is caught in the protectionist web around Western car markets but it expects to do better in Japan. Last year Daihatsu, which ranks sixth in its domestic market, saw registrations in Japan fall from 97,434 to 87,809 and its share was down from 3.14 per cent to 2.78 per cent.

Daihatsu had plans to double its share.

car sales in Western Europe to 100,000 a year, but this will have to wait because MitI has warned all the Japanese producers that Europe will tolerate no further growth in Japanese car sales for the time being and might take formal protectionist measures.

Daihatsu has been looking for a partner to set up a joint car-making venture in Europe. "We have had several approaches but the instability of the yen has made it very difficult for us to make any long-term commitments."

It was the first Japanese company to arrange a vehicle assembly deal with China. This was adversely affected last year by China's lack of foreign currency and production of Daihatsu vans fell from 7,833 to 2,600. But exports of Charade cars from Japan to China increased from 301 to 701.

Mr Yoshioka says that, because of the recent steep rise in the value of the yen, his immediate concern is to increase the number of components Daihatsu imports from suppliers outside Japan.

Voluntary restraint agreements in force for the past six years limit Japanese carmakers to an 18 per cent share of the Canadian market. Chrysler imports 12,000 cars and trucks a year from Japan, but has a share of only about 8 per cent of the domestic sub-compact market. It is aiming for a 15 per cent share.

### Costain in A\$1bn coal deal

BY MAURICE SAMUELSON

COSTAIN AUSTRALIA, a subsidiary of the UK Costain civil engineering and mining group, has won what it claims is Australia's most valuable opencast coal mining contract.

The New South Wales Government has awarded it a 14-year contract to mine more than 50m tonnes of coal, worth more than A\$1bn (£485m), in the Hunter Valley.

The coal is in the Ravensworth mine, one of the largest in New South Wales, which supplies between 20 and 25 per

### Contracts and Tenders

#### PLATEAU AGRICULTURAL DEVELOPMENT PROGRAMME DOGON DUTSE ROAD, P.M.B. 2119, JOS, PLATEAU STATE, NIGERIA

#### INTERNATIONAL TENDER INVITATION FOR BID (IFTB)

DATE OF ISSUE: APRIL 1, 1987 — LOAN NO: 2733 UNI  
IFTB NO: MSADP/PADP/IFTB

1. The FEDERAL GOVERNMENT OF THE REPUBLIC OF NIGERIA has received a loan from the International Bank for Reconstruction and Development (the World Bank) in various currencies equivalent to US\$1,000,000.00 towards the cost of the PLATEAU STATE AGRICULTURAL DEVELOPMENT PROJECT (PADP) and has invited applications for the proceeds of this loan to eligible payments under the contract for the operation of LIGHT VEHICLES required for the operation of Plateau Agricultural Development Programme (PADP), for which this invitation to bid is issued.
2. PADP now invites sealed bids from eligible bidders for the supply of

- | Category | Item                      | Description | Qty     | Delivery Period |
|----------|---------------------------|-------------|---------|-----------------|
| 1        | 100cc Motor Cycle         | 50          | 90 Days |                 |
| 2        | 1800-2000cc Saloon Cars   | 20          | 90 Days |                 |
| 3        | 1300-1500cc Saloon Cars   | 20          | 90 Days |                 |
| 4        | 1500-1700cc Station Wagon | 11          | 90 Days |                 |
| 5        | 1500-2000cc 2WD Pick-ups  | 24          | 90 Days |                 |
| 6        | 100-110 inch W/B 4WD P/U  | 24          | 90 Days |                 |
| 7        | 100-110 inch W/B 4WD P/U  | 24          | 90 Days |                 |
| 8        | 4WD Station Wagon         | 3           | 90 Days |                 |
| 9        | 20 Seater Bus             | 2           | 90 Days |                 |

Note: (i) Bidders must quote for the supply of one or more complete categories. Bids for part of a category will be rejected.

(ii) Bidders must quote for the supply of one or more complete categories. Bids for part of a category will be rejected.

(iii) DELIVERY IS REQUIRED AT: PADP CENTRAL STORES DOGON DUTSE ROAD, JOS, PLATEAU STATE, NIGERIA

3. Interested firms/bidders may obtain further information from and inspect the Bidding Documents at the offices of:

1. PLATEAU AGRICULTURAL DEVELOPMENT PROGRAMME DOGON DUTSE ROAD P.M.B. 2119, JOS PLATEAU STATE, NIGERIA

TEL: 073-54981, 073-54930  
TELEX: 289178, 288138

4. A complete set of Bidding Documents may be purchased by submission together with payment of a non-refundable fee of N500 or N500.00 if purchased in Nigeria.

5. All bids must be accompanied by a bid security to cover 5% of the total bid price as prescribed in Clause 15 Section II Instructions to Bidders. Cash receipt for the purchase of Bidding Documents should be submitted to the office of:

Project Manager/Permanent Secretary Plateau Agricultural Development Programme Dogon Dutse Road, Jos, Nigeria

ON BEFOR: 10.00 hrs (local time)  
1st June, 1987 (Monday)

Note: Tender Documents will be available at the address mentioned at Paragraph 3 above from 8th April, 1987 (Wednesday)

(Signed) J. N. KUM  
Programme Manager/Permanent Secretary

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NOTE: Under the double tax agreement between the United Kingdom and the Republic of Ireland, dividends are taxable in respect of the dividend. The rate of tax at the reduced rate of 12.5% is the same as the rate of 22% on the gross amount of the dividend received by the company on any return for income tax purposes

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### Company Notices</h3

## JOBS

# The skill most top managers fear to mention

BY MICHAEL DIXON

**WHAT** is it that nearly all top executives often do at work usually after the fact of the decision?"

The answer is rely on their intuition, according to Management Professor Weston Ager of the University of Texas. A study<sup>1</sup> he has made of 70 chiefs of large American concerns, in both private and public sectors, shows that all but one frequently use intuitive processes when deciding something important.

He says that even though the chief clearly use intuition as only one decision-making tool among many others, the majority of them are anxious to prevent their colleagues from knowing that they use it at all. To cover it up, they may play "elaborate games" at considerable expense to their company.

An example is the information-chain in which staff are sent around gathering facts and producing analyses of issues which have actually been decided long before. "Sometimes one must dress up a gut decision in 'data clothes' to make it acceptable or palatable," said the head of a big corpora-

\* The logic of intuition. Organizational Dynamics, Winter 1986, \$12 from American Management Association, 135 West 50th Street, New York NY 10020.

tion. "But this fine tuning is almost to the total exclusion of other potentially useful skills and methods."

That emphasis persists, he says, even though senior executives find that management techniques based on intellectual analysis and forecasting "are not always as useful as they once were for guiding decisions."

Successful company chiefs could of course lend a powerful hand in getting the emphasis shifted if they openly admitted the role intuition plays.

From what I have heard, business school staff have characteristically reacted to the reports of Dr Broadbent's studies by arguing that although the experience-centred approach may have been adequate in the past, it will not enable managers to cope well with the greatly changed conditions of the future.

There is a weakness in that argument. It implies that the academically approved approach will be the superior one in future. But it fails to explain how, if conditions are radically different, managers can cope with them any better by intellectual planning based on theories which will then be no less products of the past than the executive's experience.

After all, while managers like everybody else could only gain by being more rigorous in their analytical thinking, most events

to complex and fast-changing events.

For the most part, people doing those jobs work in a distinctly different style. On being confronted by each new situation, they simply look for ways in which it is similar to situations they have dealt with successfully in the past and act accordingly. In other words,

they only rely on their perceptions and experience without bothering to spell out to themselves the principles on which they are acting.

From what I have heard, business school staff have characteristically reacted to the reports of Dr Broadbent's studies by arguing that although the experience-centred approach may have been adequate in the past, it will not enable managers to cope well with the greatly changed conditions of the future.

There is a weakness in that argument. It implies that the academically approved approach will be the superior one in future. But it fails to explain how, if conditions are radically different, managers can cope with them any better by intellectual planning based on theories which will then be no less products of the past than the executive's experience.

After all, while managers like everybody else could only gain by being more rigorous in their analytical thinking, most events

they have to deal with do not conform to timeless laws like those of physics. And despite theories of economics and the like, I see little evidence that there are more trustworthy guides to effective action in particular circumstances than the intuition of a sensible company chief.

Besides, when Weston Ager asked the American executives to say in which conditions their intuitive skills proved most valuable, their answers were typically as follows:

"When a high level of uncertainty exists."

"When facts don't clearly point the way forward."

"When time is limited and there is pressure to come up with the right decision."

So the Texas University professor seems justified in his claim that the main reason why senior managers find the theoretical approaches less helpful is precisely that they "now have to make major decisions in a climate characterised by rapid change and times when ideas into successful products and services. A suitable background would be research followed by business development with a venture capital concern or management consultancy."

In which case top executives surely have little to gain from business schools' continuing to concentrate on the intellectual approach to management, as though the intuitive approach

was unquestionably inferior if not bereft of any importance whatsoever.

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If you are interested in any of the above vacancies, or would like to discuss the market in general, please telephone Jill Backhouse or Peter Haynes, or forward a detailed curriculum vitae in strict confidence.

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## TECHNOLOGY



Yamazaki's line of seven Mazak horizontal machining centres at its Worcester plant. The company plans to double its UK market share and increase sales in mainland Europe and Scandinavia.

## Rock plays as Yamazaki rolls

"BORN in the USA, I'm a cool rocking daddy in the UK."

The boomerang voice of Bruce Springsteen is not the kind of noise usually heard in a factory producing machine tools, but you can tune in to the American rock star at Yamazaki's new plant in Worcester, England.

The Japanese group, one of the four largest machine tool makers in the world, mixes its solid engineering with the rather show-business style of the Yamazaki brothers, whose family name has been on the company's letterheads since Yamazaki's foundation in 1918.

At the Worcester site, which has just come on stream, producing computer numerically controlled lathes and machining centres include the use of five AGVs and 14 computer-controlled stacker cranes.

Other more unusual features include temperature control in parts of the plant to plus or minus one degree centigrade, and control to plus or minus 2.5 degrees in the assembly area. In addition the floor in the machining section is isolated from the rest of the production area to minimise vibration.

Coolant supply for the production machines is moved around the manufacturing facilities by a fully automated underfloor pipe system.

Used coolant is collected by pipe to a collection tank where up to 20 tonnes of swarf can be removed per day and automatically transported out of the building for bulk collection.

Computer hardware includes an IBM 38 in the production control area linked to three DEC Microvax mini-computers. This system schedules automatic warehouse and assembly requirements, the FMS (flexible manufacturing system) lines and the entire tool management operation.

An indication of how the production system works at Worcester can be seen by looking at the way it takes fixtures the plant by small prismatic parts.

Raw materials are moved by AGV from the main stores to a buffer store in the central aisle of the plant, and slid across into a holding area by stacker crane.

The Microvax matches a component with a fixture (workpiece holding device), and picks up the part with the component and moves it to a fixture station. At the same time another stacker crane locates the right fixture for that component and brings it to the fixture station.

Automatic matching of component with fixture is carried out by small prismatic (non cylindrical) and

Nick Garnett looks at the high level of automation in the Japanese machine tool manufacturer's new UK plant

out with the help of manually monitored colour screens. About 70 per cent of components are then attached by hand to their fixture; the remaining 30 per cent being handled by robots.

Once the component is attached to the fixture, the whole unit is moved by a stacker crane into a pallet stocker in effect another buffer store.

Each pallet is identified by a programmable microchip, coded by the scheduling computer.

The next step is transferring these pallets with their fixtures to the bank of seven Mazak horizontal machining centres.

This is done by a Microvax which schedules the move of the pallet to a fixture station alongside the machining centre prior to the machine completing work on the previous part.

After this machining, parts are moved through an automatic washing station, measuring equipment, and eventually back to the buffer store.

About 80 per cent of these prismatic parts are moved by AGV to a precision machining area, for operations like jig boring. Then, following a further process of measuring by Zeiss three-axis co-ordinate measuring equipment (which formats the part held flat back to the original computer for checking), parts are transported by AGV either direct to assembly or to the paint booth for manual spraying.

Tool management is controlled by one of the Microvax computers and makes use of a kind of automatic tool distribution roadway to service the machining centres.

Tool conditions are monitored by the Microvax and any tool needing replacement or regrounding is automatically removed and returned on an overhead monorail to the tool preset room. Replacement tools are dispatched to the machines on the same monorail.

Each toolholder has a programmable microchip built into the tool stud for identification. When the tool is loaded its number is automatically coded.

Yamazaki is producing 20 machines a month at the moment. The plan is to increase this to 45 by September and to full production of 100 machines a month by the spring of next year.

The company has promised the British Government that once the production build-up phase is completed the machines will have 60 per cent EEC content—based on the broad definition which includes salaries and plant operating

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Application has been made to the Council of the Stock Exchange for the grant of permission to deal in the shares of the capital of Filofax plc ("the Company"), issued and to be issued, in the United Kingdom Market. It is emphasised that no application has been made for these securities to be admitted to listing.

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**Phillips & Drew Limited**  
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8th April, 1987

## WORTH WATCHING

Edited by Geoffrey Cheshire

### Taking command in the warehouse

The UK food, pharmaceutical and household products group Rockitt and Colman is using a radio-linked, computer-controlled warehouse operation system at its Harlow distribution depot. Called Commander, the equipment has been designed and installed by Process Computing of Harlesden.

Commander is based on software programs working on an IBM personal computer (PC) which is linked to radio data terminals used by the fork lift truck drivers and other warehouse staff. The £3,000 sq ft depot holds about 500 tons of stock weekly.

After a driver has collected a pallet (tray) of goods from a lorry in the goods inward bay, he takes it to an appropriate location (according to the type of item), puts it in the rack and then keys in the product code and location into the terminal. To retrieve goods, the driver simply keys in the product code and the system tells him exactly which rack to go to, working on a "first in first out" basis or using "sell by" dates.

Apart from speeding up the warehouse operation, Commander also makes stock

checking quick and simple. The depression of a few keys on the PC produces a print-out of goods that should be on the racks at any specific location.

The fork lift drivers like the system because they can find stock more quickly and raise their bonuses. Previously, they relied on their memories.

### Part and parcel of chip development

A RESEARCH team at AT&T Bell Laboratories in the US believes that the days of mounting semiconductor chips on printed circuit boards may soon be over. The plastic or ceramic packages in which the chips are housed, simply to accommodate the relatively large chip "feet" for board mounting, are many times bigger than the silicon chip itself, so that far too much space is consumed. This limits the number of internal connections that can be made to the silicon chip itself, because some of these fine wires could become too long and the signal transmission time over them would slow the chip down.

Instead, the AT&T researchers are mounting the slivers of silicon on another silicon wafer on which the interconnections have been patterned. The chips are no longer in packages and the second piece of silicon takes the place of the conventional circuit board.

The technique is allowing chips to be designed with 200 input/output connections, because there is now no problem in accommodating them in a manageable space.

The effectiveness of the technique is demonstrated by the mounting by Bell Labs of three chips from the micro-processor series in a single package, using only one-third of the area required by the individually packaged chips mounted on a board.



### On-site planks from baby bandmill

THE PRODUCTION of planks at Forest and Sewill's sites usually entails trucking logs from the spot where a non-transportable sawing machine has been installed.

But now Forest and Sewill Equipment of London has developed a 165 in "baby" bandmill that can be moved by two men from one felled tree to another. Costing less than £2,000, the machine uses a 10 ft long band blade which is only 0.032 in thick, reducing waste to a minimum. Sawing is carried out on a declining angle, so that gravity does most of the work. The operator just guides the machine down the log with forward pressure.

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### US gets drop on fluid measurement

A semiconductor sensor that can measure the viscosity of a single drop of fluid has been developed at Sandia National Laboratories, Albuquerque, New Mexico, in the US.

The device, only a fraction of an inch thick and measuring about 1.0 x 0.5 in, is a special crystal along which a sound wave is propagated by electrically exciting the crystal. With a small amount of the fluid to be measured on the surface of the crystal, the strength of the wave is reduced as it travels from one end of the crystal to the other. The loss of power is proportional to the square root of the viscosity of oil and other fluids.

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can be used over a wide range of viscosity values.

Usually, viscosity measurements are cumbersome and need a relatively large quantity of the fluid. Also, the results often cannot be remotely read. The Sandia work should mean the small sensors will be developed commercially that can be fitted within engines, pipes and vessels to measure "on-line" the viscosity of oil and other fluids.

### Less wash as 'cat' takes to water

FAIRY MARINE of the Isle of Wight in the UK is offering a design of high-speed passenger ferry which it claims creates virtually no wash.

Known as the Hydrocat, the craft is for use on wash-sensitive lakes, rivers and estuaries, especially in shallow water areas.

Typically, a 24-metre RTR Hydrocat will produce a wash not exceeding 200 mm between trough and crest, which is small for a 17-tonne craft moving at 25 knots.

It is available in several sizes to carry from 20 to 130 passengers, and is built on

a hull that is slender and

driven by a marine diesel engine in each hull. In view of the floating debris frequently found on lakes, the craft uses water jet propulsions rather than propellers.

Driven by a 5 hp petrol engine, the hydrofoil will work an eight-hour day on less than two gallons of fuel.

The company maintains that the hydrofoil is easy to repair and maintain the hydrofoil anywhere in the world.

When they become blunt, the hard blades are discarded.

Driven by a 5 hp petrol engine, the hydrofoil will work an eight-hour day on less than two gallons of fuel.

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## MANAGEMENT

**DOING BUSINESS** with the Soviet Union has never been easy for Western companies at the best of times, so it is not surprising that many are still wary about the new and seemingly more liberal regulations on foreign trade and investment introduced as part of the Gorbachev regime's industrial modernisation policy.

Nowhere has this been more the case than in the area of joint ventures for which new legislation was enacted in the Soviet Union in January. To date very few Western companies have actually shown much concrete interest in joint ventures with the Soviets, and it has failed to Finland, which has long enjoyed a close trading relationship with its next-door neighbour, to produce the first detailed agreement.

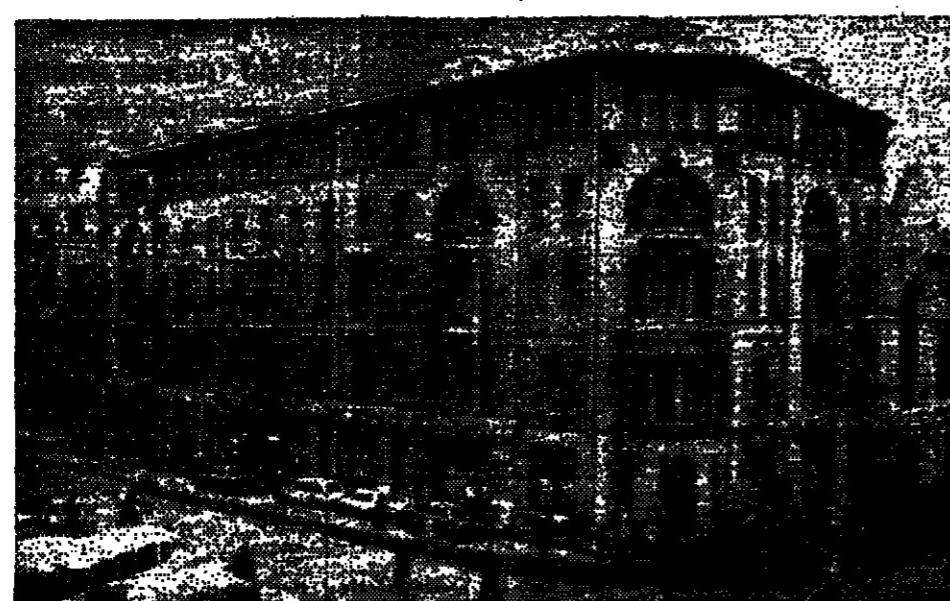
Its airline Finnair has teamed up with Intourist, the Soviet tourism organisation, in a venture to refurbish the Hotel Berlin in central Moscow and run it as a hotel of Western luxury class.

Now other Western companies are scrutinising the Soviet deal to see what lessons it holds for the joint venture business. These lessons reveal that the project has its own particular justification for Finnair, which has long been keen to have management control of some hotel accommodation in Moscow where it is in notoriously short supply.

Yet, while this type of motivation may not apply to most companies considering joint ventures, Finnair's negotiating experience with the Soviets does at least show up a relatively high degree of flexibility on the part of the Soviet Union—which may hold out some encouragement for others too.

According to Veikko Vartiö, managing director of Finnair's Nordic Hotel unit, Finnair first submitted a proposal to the Soviet Union for a hotel venture last summer when the new joint venture legislation began to be rumoured. Nothing was heard until November, but then things started moving rather quickly. Basic negotiation was completed in December and a letter of intent was signed in January. Finnair is now reviewing this letter of intent and has until May 1 to back out if it wishes.

One reason for the relatively slow period is that the Soviet side has found it difficult to answer some of the precise questions that Finnair was asking, for example, about taxation and the price at which materials would be purchased, but the basic outline of the deal is now clear. Finnair has had to accept three basic conditions on which the Soviet side was prepared to negotiate at all. These are that Intourist as the Soviet partner should have a majority stake of 51 per cent, that the



Moscow's Hotel Berlin: recco-gilt interiors and frescoed ceilings

## Finns blaze a trail with Soviet venture

Peter Montagnon explains the provenance of a hotel management deal

majority of the board should be Soviet, and that the general manager should be Soviet. In fact Sergei Skobkin, an Intourist executive who has worked in London for nine years, has already been appointed to this position.

Intourist will have five seats on the board of the venture, Finnair four, but the Soviet side also agreed that some key decisions — the annual budget, borrowing policy, the sale of equity and the appointment of the general manager — must be reached by consensus rather than majority vote.

In all other fields, says Vartiö, they were willing to negotiate. Of particular importance to Finnair, which is concerned to maintain a high standard of service, is that it will itself be able to appoint line management, including the hotel manager, restaurant manager, kitchen chef, marketing manager and reservations manager.

Finnair will contribute between FM 40m and FM 45m in hard currency funds to the venture, while Intourist will provide the building labour, energy, building materials and housing for the workforce, as well as a small amount of cash.

The advantage to the Soviet side is not only that it will receive hard currency foreign investment in a project that should generate a steady flow of foreign exchange, but also that it will gain valuable expertise in an important service industry. "The fastest way to do this is to work together with someone who already has it," says Vartiö.

For Finnair, which already owns one hotel, the Helsinki Intercontinental, the advantage is that it will have access to hotel accommodation in Moscow. This should increase its competitiveness on the Moscow route on which it flies around 75,000 passenger round-trips a year.

Vartiö says that Finnair expects to earn a return on its investment within eight to 10 years, though much depends on the cost of the renovation work which it is still studying. Under its agreement with the Soviet Union profits can be remitted abroad in hard currency after payment of a 20 per cent withholding to the Soviet authorities. There will be no further remittance, which is bound to worry for other companies considering joint ventures, will not arise.

An indication of the Soviet

amount of cash available for a special fund for its employees. Although there is a tax holiday for the first two years which can be extended if the venture is not making a profit, this will not leave much left over by way of return. A particular worry to Finnair was whether it would have to use its allocation of profits to make repayments on the loan it is raising to finance its share of the project. That would have added substantially to the cost as much of which it was christened when it was built in 1912.

However, it may be a sign of truly changing times in the Soviet Union that Intourist agreed to an eventual change in the name of the hotel as part of the deal. Now it is called the Hotel Berlin in Moscow with Soviet practice of naming hotels after the down capitals of Comecon states in Eastern Europe. But it is seen as an opportunity arising from a new hotel Berlin to be built, the existing hotel will once again become the Hotel Savoy, the name with which it was christened when it was built

in 1912.

It is a name more suited to the image that Finnair wishes to project for a hotel whose recco-gilt interiors and frescoed ceilings are redolent of Edwardian luxury.

Once restored, the hotel should serve as "the world's luxury class" — a corporate

average price equivalent to some £85 a night for a single room.

Vartiö believes that the move to more openness in Soviet relations with the rest of the world should mean that the hotel business will flourish.

Eventually, indeed, it is still just possible that the renovated Hotel Berlin will be full to the brim with Western executives.

Negotiating their own joint venture with Soviet industry,

flexibility on this point, however, is that it has agreed that the venture can have free access to hard currency for imported materials without any direct relation to its hard currency revenue.

So far only one other Finnish company, EKA, the co-operative wholesaler, has signed up for a joint venture with the Soviet Union. Like their counterparts in the UK and West Germany, Finnish industrialists are generally wary. Risto Numminen, senior executive vice president of the state-owned Neste oil and petrochemical concern, says his company is offering to build a plant in the Soviet Union to produce additives for lead-free petrol, but this will not be done on a joint venture basis because the negotiations would take too long.

For most Western companies the potential appeal of joint ventures is that they could offer a means of opening up the domestic Soviet market to their own products. This, however, is not perceived as a priority for the Soviet Union itself which is more concerned with attracting foreign investment and increasing its export potential.

These worries make joint ventures a matter of considerable risk for most Western companies, but all Finnair's major species case the risk is much smaller and the project dovetails in neatly with its own business objectives.

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## Non-executives

### Beware the facile panacea

BY LORD ENROLL OF HALE

WHEN misfortune strikes a public company the fashion nowadays is to look at the make-up of the board. If the chairman is also the chief executive or managing director, then heads are surely safe and the talk is of excessive concentration of authority in one person. Next they go on to the directors. The non-executive directors are then criticised for failing in their duties. And if there are none, or perhaps only one, then that is judged to be a very bad thing indeed.

So a kind of facile panacea is emerging. This states that a company board comprising a good proportion of non-executive directors, one of whom is the non-executive chairman, will avoid misfortune and delight shareholders with its performance.

In addition to the bottom line, the other critical issue is how he leads his executives.

A chief executive who is additionally chairman of the board has a different set of problems. Having come to the company upsets of the past two years should not be consistent pattern of family boardroom composition. In some there will be chairman and chief executive. In others the roles were separated. Nearly all had some non-executive directors.

The crucial point is this: when trouble looms the chairman has to make do with the collection of colleagues he has around him. Much depends on how they all came to be sitting there.

A non-executive chairman, on appointment, should find the time to assess the value of each one of his colleagues, and

realities of a mixed, independent-minded board.

This is not necessarily a bad thing. Many large and successful companies have surged forward on the strength and determination of a single leader of great competence.

Also, it may not be at all easy to find a suitable non-executive chairman. The best are quickly booked up.

Likewise, there is no shortage of people who want to become non-executive directors, but only a minority are suitable. A "Paddington Bear" can sit unnoticed in a boardroom, eating his lunch and drawing his fee when all is going well. But while a stressful situation arises such an individual can be worse than useless. If a serious division of opinion develops, his ignored, or he sides merely with those who look like winning the argument.

The challenge for the good chairman is to seek out individuals who will make good non-executive directors, as well as being compatible with the existing directors.

These practical constraints serve to demonstrate that current proposals to insist on a minimum proportion of non-executive directors is a nonsense. Legislation on these lines, with penalties for non-compliance, would be a charter for Paddington Bear directors.

Lord Enroll, former chairman of the Boosey Paper group, and other companies, is chancellor of the Institute of Directors, which runs Boardroom and Non-Executive Director Services.

**Design or decline** the course, Victoria Patriotic Building, Finchampstead, London SW13 3SL. Tel: 01-373 6030. Fees: CII members £149.50. Non-members £200.75. Details from Joanna Harrison, CII, 103 New Oxford Street, London WC1A 1DU. Tel: 01-570 7400.

**Transact** for Europe, Amsterdam, June 11-12. Fee: \$450. Details from Bill Evans, Theodora Ltd, 24922 ext 22. Conference and planning, Brussels, April 21-24. Fee: Non-members MFR \$2,700. Members (AMIA) \$1,740. Details from AMIA Management Services, Rue Charles de Brouckère 15, B-1040, Brussels. Tel: 02-511 4040. Fax: 02-511 4041. Tel: 01-570 4050. Details from Mondecaut International, 22/23/24/25. Tel: 01-570 4050. Details from TACS G/Net 1202.

**Operations management** for planned manufacturing for success, Bromley, May 31-June 12. Fee: \$1,750 plus VAT. Details from Marjorie Brown, Client Services, Sundridge Park Management Centre, Bromley, Kent BR1 5XP. Tel: 01-570 5555.

The secret of our success is that we have ideas above our station.

In sheer size, other brickmakers may outrank us at Blockleys. In creativity, not one comes close.

We, for instance, pioneered clay paving in Britain. Bringing warm brick colours into this hitherto grey and forbidding field. And claiming more than half the market for our own brand of Chamfered Pavions in the process.

Inspiration struck again when we launched Heritage, which combines the looks and character of traditional handmade bricks with the durability, availability and affordability of standard facing bricks.

And these are just two of the many Blockleys innovations whose fruits can be seen in the increasingly attractive and sympathetic styles of building now going up all over Britain. (A glance at our Annual Report will show you that our products aren't the only things going up at an impressive rate.)

No wonder we're so confident that, even when we have risen to a much higher station, we'll still have ideas way above it.



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## UK NEWS

## Westland's future is safe, says Defence Secretary

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

THE CONTINUATION of Westland as a UK helicopter manufacturer will be ensured, Mr George Younger, Defence Secretary, said yesterday.

Speaking at the roll-out of the first Anglo-Italian EH-101 multi-role helicopter at Westland's factory at Yeovil, Somerset, in south-west England, Mr Younger said the helicopter procurement decisions he would announce "before Easter" would ensure Westland's future "for a long time to come."

"We have very much in mind the need for Westland to stay up among

the leaders of the world's helicopter manufacturers," Mr Younger said.

Commenting on recent reports that the UK was about to withdraw from the plans for a five-nation helicopter for the 1990s - the NH-90 - Mr Younger said that all the partners in that study, including the UK, were now considering the next phase. The UK's attitude towards the future of that programme would be among the decisions to be included in the forthcoming government helicopter package, he said.

It is believed that the package will include an order for 30 of the utility transport versions of the EH-101 aircraft, together with additional orders for Lynx multi-role aircraft for the army and navy.

Asked if these impending deals would be enough to save redundancies at Westland, Sir John Treacher, the company's managing director, said: "We could not expect the Government to save all the jobs in Westland" but he added that the figure of 2,000 redundancies mentioned in the press recently might be "rather high."

"Whatever orders we get from the Government will help Westland to reduce any job losses," he said.

## Road to go over historic site

BY KEVIN BROWN, TRANSPORT CORRESPONDENT

A ROAD is to be built across an English Civil War site, the Government announced yesterday.

The road will follow the route recommended by a contentious 143-day public inquiry. The inspector, Mr R. M. Merrell, rejected four alternative proposals put forward by objectors which would have taken it away from the village of Naseby, Northamptonshire, in the East Midlands.

This was where King Charles II

and Prince Rupert suffered a historically significant reverse in June 1645 at the hands of Sir Thomas Fairfax and Oliver Cromwell.

Mr John Moore, transport secretary, said both he and Mr Nicholas Ridley, the Environment Secretary, had "thoroughly examined" the Naseby issue before the decision to go ahead with the £12m road was taken.

An alternative route to the south of the village would have avoided the battle area, but would have had

## Demoralised Labour in race against time

The left's big pre-election hope is that it can win the fight for the moral high ground. Michael Cassell looks at the risks for a Labour leadership trying to tap the national conscience.

IN ONE of the less well reported speeches to emanate recently from Labour's demoralised front-bench team, Mr Bryan Gould, the party's campaign co-ordinator, succinctly summed up the philosophy that will underpin his party's strategy for the next general election campaign.

The man whose job has come to look more like a thankless task than a stepping stone to high office claimed that, if the unthinkable happened and Mrs Margaret Thatcher retained the premiership of No 10 Downing Street into the 1990s, her successor would "silence the conscience of the nation."

He claimed that the way would be clear for the ruthless and the unscrupulous to grab what they could, with no regard for those left behind.

Mr Robert Preston, secretary of the Northamptonshire branch of the Campaign for the Protection of Rural England, said he was disappointed at the decision but not surprised.

The British Road Federation, which campaigns for road construction and improvements, said the announcement was "marvellous news."

in which the regions become "distant countries" ignored by ministers, and the gap between privilege and deprivation grows steadily wider.

Britain, according to the opposition, is a divided nation, run by an uncaring government which has cynically survived on double standards. By neglecting those whose votes had already been lost, the Tories are happy to preside over a society in which the gulf between the "haves and the have-nots" is growing daily.

The party says that the Chancellor of the Exchequer's "hat-trick" of cutting income tax, lowering interest rates and raising public spending, serves only to provoke fresh debate about the fairest way in which to distribute any additional resources that become available to the Exchequer.

The party believes there is enough evidence to suggest that Mr Gould's concerns strike a deep and disconcerting note among large numbers of the electorate, and merely among those who might claim that the Thatcher years have done them harm but, equally importantly, among those who have prospered.

There are, indeed, indications of a sense of unease about what Mr Roy Hattersley, Labour's deputy leader, told the House of Commons earlier this week was the inevitable outcome of the new Conservatism.

Labour reaches for more statistics to show that the number of people living on or near the poverty line has risen by since 1979, that the overall tax burden for millions of people has risen, and not fallen, under Mrs Thatcher - although its response would be to reverse the latest tax cuts - and that the rate of homelessness has doubled in the same period.

On Monday, the same themes were at the forefront of Labour's debate in the Commons on the divisions besetting British society. The passion of its case was badly let

down by rows of empty Labour benches, although the message was clear.

But their impact appears to have been minimal. Mr Kinnock blames the press for not giving his policies a better airing, but all too often an outbreak of horrendously timed internal wrangling has conspired to detract from the central issues.

At the weekend, he said the key to transforming Labour's electoral chances lay in focusing on practical, constructive policies for jobs, health care, pensions, education and training. He added: "Our policies may not have the gloss of novelty but they certainly have the thrust of practicality. No miracles are promised at all. There is no question of our changing course."

Even so, there are those within the leadership who believe the party's approach is too reminiscent of the 1970s and that there is a real need for added symbolism in the shape of selected, radical gestures which can give Labour a forward-looking image. An electorate recently fed on radicalism may well come to expect even demand more of the same, and Mr Gould is now asking party spokesmen to identify suitable, new initiatives.

Labour's big hope is that in the time left it can storm the moral high ground. The big risk is that, in a society where the majority has prospered at the expense of the minority, the party's leaders will turn round to find, as Mr Gould puts it, that the electorate has "retreated into selfishness."

## Falklands surplus sale attracts world interest

BY IAN HAMILTON FAZLEY, NORTHERN CORRESPONDENT

REDUNDANT EQUIPMENT from the Falklands war was sold yesterday in Liverpool's Freeport, attracting buyers from around the world.

Most of the 1,585 lots were used in the construction of the Falklands' new airport. They included earth movers, Land Rovers, and a 9.622-tonne crane. This fetched yesterday's highest price more than £300,000. The buyer, a Greek master mariner, intends to sail the vessel to India for sale as scrap.

Other lots, sold by the Canadian auctioneering firm of Ritchie's, included a flexi-float barge system (£104,000) and a large eight-year-old Caterpillar 992C wheel loader, which fetched £107,000, compared

with a new list price of £750,000 (£489,000).

Lowest prices paid were for tools, such as wrenches and bench vices.

Land Rover prices ranged from £1,700 to £5,800, with an average of £3,800. Two "Pushyent" tugboats were also sold, for £32,000 and £17,000.

All the items were the property of Truck and Machinery, a Dublin company headed by Mr Jim Mansfield. He bought them in Atlanta, Georgia, USA last year to sell. Liverpool Freeport was chosen for the auction because of its size. It also has the advantage that foreign buyers can re-export purchases duty-free. The sale continues today.

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Part 13: after a slow start, says Joe Rogaly, the pieces are in place for a radical assault on the educational establishment

## In the secret garden

**T**HIS CONSERVATIVES discovered education in 1986. Before that lone ministers fought a long and debilitating battle with its practitioners—a battle that may be in its final stages, but is by no means over. There are two principal reasons for this order of events. The first is that when Mrs Thatcher came to office in 1979 everything was subordinated to the single imperative of cutting expenditure. The second is that it took a long time for Sir Keith Joseph, the thinking man's Education Secretary, to force ideas for reform through the thick skulls of the educational establishment. The moment he had done so, he retired.

Education had always been a deep concern of Sir Keith's but when he was in charge he became so embroiled in argumentative discourse with his colleagues, teachers, with the teaching unions, initially with his civil servants at the Department of Education that he could not easily move from thought and planning to practical action.

So when Kenneth Baker was appointed Education Secretary in May 1986 he found ideas aplenty lying on the desk of his predecessor. He grasped a number of nettles, the most important of which was the need to impose a new settlement on the teachers. He got out clearly on the reforms Sir Keith had wanted. Above all, he put the Government's policies on television. In consequence, education is now a key election issue.

This is not how it looked in 1979, when Mr Mark Carlisle became Mrs Thatcher's first Education Secretary. Everything he wanted to do was overshadowed by the fury for savings. According to some members, education cuts were discussed more often by the Cabinet in his two years than at any time before or since. Mr Carlisle suffered from the particular disadvantage that the Prime Minister had herself been Education Secretary until 1974. She declined to believe that

*The Thatcher Years* will be republished in book form in early May. It will be available from newsagents, price £2.40, by post, from: E. T. Publishing, Business Information Books Marketing, 102 Clerkenwell Road, London EC1M 5SA. Payment must accompany order.

anything had changed during the Conservatives' absence.

Yet the truth is that Mrs Shirley Williams, Mr Carlisle's Labour predecessor, had begun the process of trimming the education budget under the International Monetary Fund-inspired cutbacks that Mr James Callaghan's Government had been forced to introduce. The department was well aware that as the postwar baby boom generation receded the number of pupils was destined to fall and the schools' budget was being shaped accordingly. (In fact the total of primary school pupils has dropped by 13m to 4m over the past decade while secondary school rolls are today, was not reflected in the policies of those years.)

from local authorities to make all schools comprehensive. Another gave parents a statutory right to express a preference for a particular school, put parents and teachers on governing bodies, and started the scheme of assisted—that is subsidised—places at private schools. The urgent need for a complete overhaul of the British education system, which is so widely perceived today, was not reflected in the policies of those years.

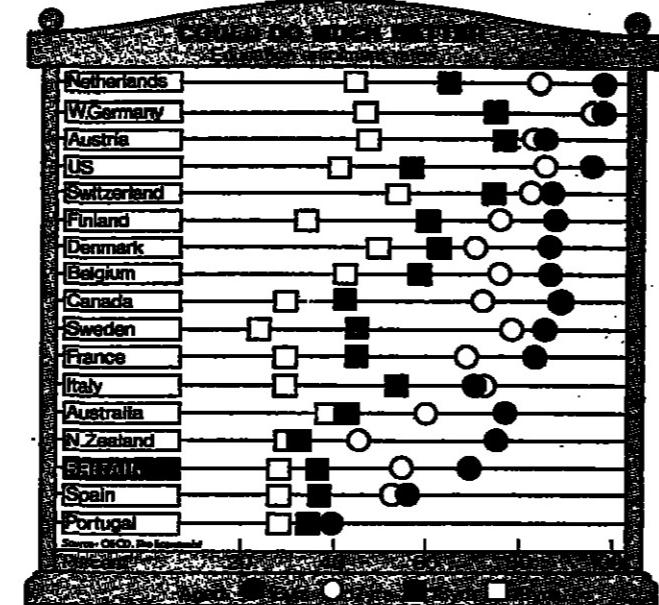
Many ministers had tried that; all had failed. In the early 1960s the then Sir David Eccles spoke of "the secret garden" of the curriculum. His attempts to enter it were thwarted by an alliance of civil servants, local authorities and teachers' unions. In the mid-1970s Bernard Donoughue, then senior policy adviser at No 10

Keith proceeded to question everything: why do we do it; do we get value for money; does it raise standards? The Green Paper on Education in Schools published by Shirley Williams in 1977 helped him take the curriculum debate forward in his own manner.

He accepted plans for a new General Certificate of Secondary Education (GCSE), combining the old GCE and CSE but first made administrative arrangements to ensure its rigour. (The Government has yet to provide sufficient money to ensure its successful introduction next year). He brought teacher training more closely under the supervision of the Department of Education, and arranged for direct, central, financing of in-service training. A series of departmental statements on the curriculum helped to break down resistance to the idea of central control. His innovation that reports on individual schools by Her Majesty's Inspectors of education should be published served to expose some of the worst.

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He accepted plans for a new



It was Sir Keith who set up at night worrying about the necessity for complete reform. I remember visiting him in 1978, when he was Social Services Secretary under Mr Edward Heath and hearing at some length, as the hours passed, the darkness outside deepened, about how he wanted to be at Education one day, "but I have this terrible vision of the teachers marching on the curriculum". Shirley Williams and Mark Carlisle subsequently failed to enter the secret garden but a rougher operator was required.

Sir Keith not only made his civil servants read about what other countries were doing, in their schools; he then added a trade union in the schools' and the vice-chancellors' articulate legions in the universities. Before he could do even that Sir Keith had to win his own job and got it.

With hindsight, it seems plain that there was to be no way forward until someone took on and defeated the teachers' trade unions in the schools' and the vice-chancellors' articulate legions in the universities.

Before he could do even that Sir Keith had to win his own

and now, as Lord Donoughue, a stockbroker, was horrified as many other middle-class parents of the time at what was happening in his own children's primary school. He prepared a most heartfelt paper for Mr Callaghan, the Prime Minister. It led to a celebrated speech at Ruskin College, Oxford, which blew open the public debate on the curriculum. Shirley Williams and Mark Carlisle subsequently failed to enter the secret garden but a rougher operator was required.

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# FINANCIAL TIMES SURVEY

**A big increase in trading and turnover has been accompanied by extensive reforms. The intention is to make the city fully competitive with other centres by 1992, when the barriers that separate the European financial and service markets are due to be swept away. George Graham reports.**

## Ready to meet twin challenge

THE EXPANSION of the financial markets in Paris has been startling. Trading in shares has multiplied 10 times over in the past 10 years, while bond trading has mushroomed to 60 times its previous volume. In the past two years alone, turnover has quadrupled.

The change in size is impressive enough, but it has been reflected in the level of mere statistics by the structural and institutional changes which have simultaneously overtaken the Paris marketplace.

The programme of modernisation and liberalisation undertaken in the past two years had first to bring the financial markets into the 1980s, and then to prepare them to meet the twin challenges which are engraved on every French financier's heart: London, and 1992.

London's ambitions to become the only financial centre that counts in the European American zone—the more immediate threat. Already a large volume of the trade in French securities is carried out in London by British or American brokers. Several major French banks, such as Banque Nationale de Paris or Paribas have based their international capital markets operations in London rather than in Paris.

The horizon of 1992, when the barriers that separate the European Community's financial and service markets are due to be swept away, may be even more distant, however, if France's banks, brokers and institutional investors have not managed to make themselves competitive on a European scale.

The process of change has not simply been the result of a new Right-wing government coming into office, as Mr Jacques Chirac, France's Prime Minister since March last year, and Mr Edouard Balladur, his Finance Minister, would sometimes like to suggest.

The reforms that have broken down the compartments dividing up the French debt markets, modernised the system of monetary control and slashed back the complex system of credit subsidies were begun well before Mr Balladur's arrival in the Finance Ministry's wing of the Louvre.

By the language that Mr Balladur uses to describe the main axis of the reforms echoes strangely the wording of Mr Jean-Charles Naouri, who was Directeur de Cabinet to the Socialist Finance Minister, Mr Pierre Beregovoy, as he described the "three wings, distinct but complementary, of the reforming: the creation of a major

financial market, the reduction of credit subsidies, and the reform of the methods of monetary control."

The reforms have, however, been driven to a remarkable extent by the state, not by the markets themselves and their participants, many of whom it has said in the Treasury that had provided the banks and brokers of Paris into change.

The new government has taken the process a stage further, speeding the efforts at liberalisation and in particular, introducing the ingredient of privatisation into the recipe.

Privatisation has succeeded

in a way that has surprised even its most ardent supporters. The wave of individual subscriptions for the first two privatisations—St Gobain, the glass and packaging group, and the merchant bank Paribas—caught the authorities off-guard.

With only priority individual applications for Paribas shares, all Mr Balladur could dole out was four FFr 405 shares to each investor—not the 10 minimum expected under the privatisation law.

Hasty measures have had to be taken in response to Paribas' almost embarrassing success: share splits in the next

companies on the privatisation schedule, and even plans to permit a ballot in case a future flotation ends up with less than one share for each applicant—an outcome which was simply not considered in the original privatisation legislation.

One result of the success of the first two flotation has been a calming of fears that the privatisation programme might saturate the Paris market—causing difficulties for private sector companies which wanted to raise capital—and in consequence, an acceleration of the sales schedule.

The Government had ori-

ginally planned on FFr 30bn of privatisations this year, but already Mr Alain Juppe, the Budget Minister, says the total is likely to be FFr 40bn to FFr 45bn—not taking into account the additional funds which will be called for from the markets by companies such as CGE, which plans a simultaneous capital increase at the time of its privatisation.

Many observers believe the Government is still being cautious in its projections, and that the privatisation of Societe Generale, the third largest commercial bank in France, is likely to take the total to more

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Stock market: Reforms that take account of London ambitions  
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Regulations: Keeping a careful eye on foreign scandals

3

remains a question mark over whether it is really prepared to extend the cause of liberalisation to its extremes.

Mr Balladur's failure to end exchange controls completely has caused considerable disappointment overseas and in the French financial community. Even if many controls have been abandoned—Mr Balladur claims 90 per cent—some are abolished more in form than in substance.

French banks are now, in theory, permitted to lend French francs to non-residents. This freedom is limited, however, to the level which they can fund themselves abroad in francs. The end result is no increase in their lending, but simply the transfer of some of their lending to non-residents back to Paris from their overseas branches.

By paying off public debt, thus reducing the state's demands on the bond market, the Finance Ministry hopes that the phenomenon of saturation will not simply be diverted away from equities only to reappear elsewhere.

The transfer of investors' interest away from debt financing into equity finance, however, is in general viewed favourably by the Government, and it has received a significant boost from the privatisation programme.

The relative size of our financial market is still small compared with the international scale. With other measures, the case of Great Britain, where the City of London has always occupied an eminent position, numerous countries now have levels of stock market capitalisation compared to gross domestic product which are superior, or even greater, than ours. I am thinking notably of West Germany and Switzerland," Mr Balladur said recently.

French Treasury statistics show the country's equity market capitalisation stood at 13 per cent of GDP, compared with 24 per cent in West Germany, 40 per cent in the US, 60 per cent in Japan and 65 per cent in the UK.

Although the French figure is estimated to have risen to 25 per cent in 1986, thanks to the steady rise in share prices and sizeable issues of new equity, the Government is still keen to encourage a further shift towards equity finance.

If the new government has adopted the reforms begun by its Socialist predecessor, and has undoubtedly taken them further and faster, there

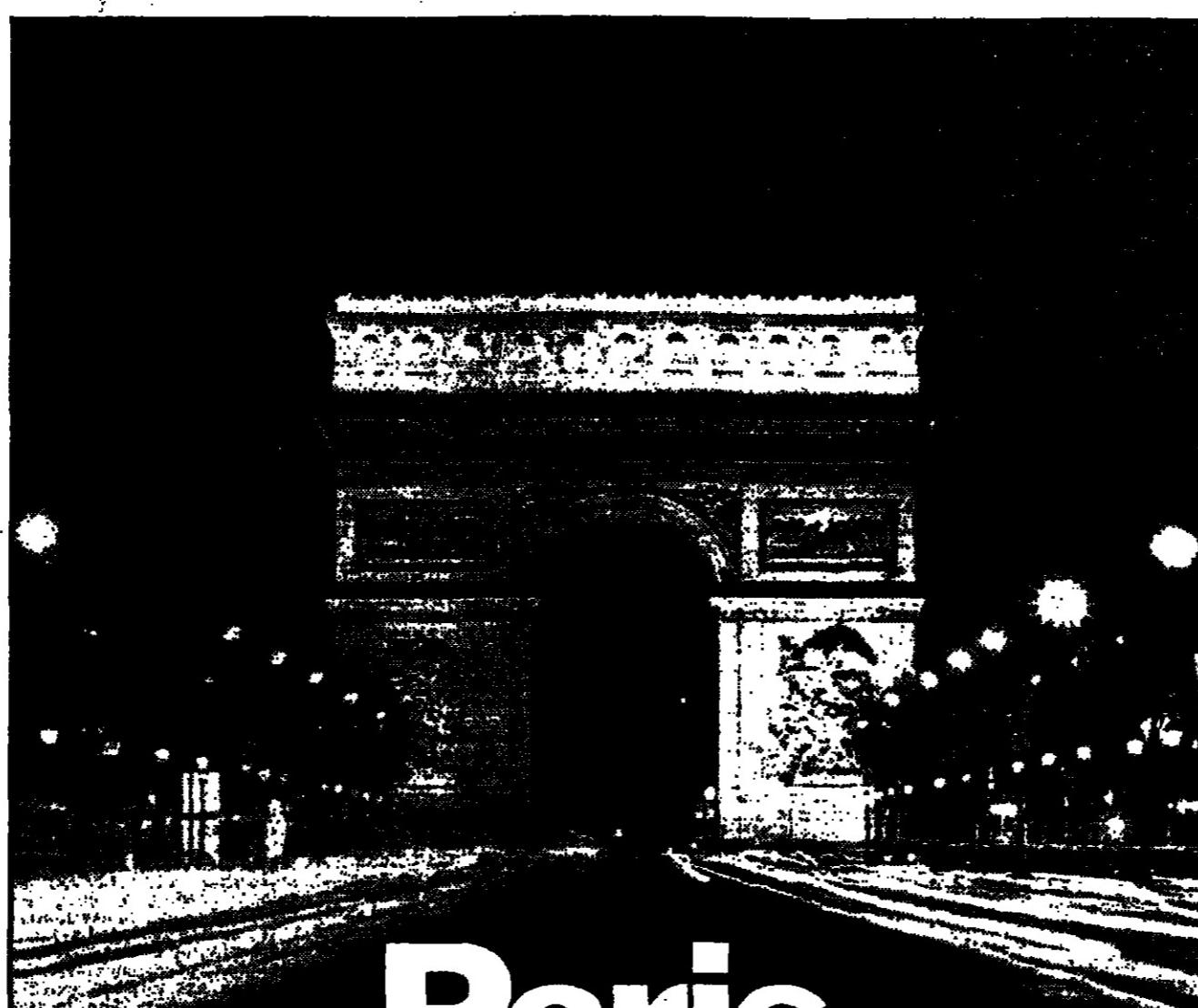
is no doubt that the introduction of charges on cheques-book-use ran into consumer opposition, were asked to think again by Mr Balladur—when, ironically, it was the Finance Ministry which was encouraging them to set their finances on a more secure footing by charging for services.

The insurance companies, too, were tapped over the knuckles when they responded to a sharp rise in the cost of car repairs—recently freed from price controls—by warning that they would have to raise their own premiums.

The memory makes some insurers wince when they hear Mr Balladur declaring proudly that France is one of the few countries in Europe in which insurance premiums are no longer subject to official controls.

Mr Balladur's plan for the reform of the structure of the stock exchange raises the same question mark, for it lies on one side the question of free competition, the move to Wall Street, privatisation—a decade ago, and to London's Big Bang.

With this doubt hovering over the knowledge of the Government, the test of whether the reforms have succeeded or failed in putting France on a competitive footing for the challenge of 1992 will be whether the private sector takes up the baton from the state.



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## PARIS 3

## Domestic banks

**Strong demand for shares**

FRANCE'S BANKS have long been accustomed to dressing up their balance sheets in order to make themselves look bigger. Now they are dressing up for another dance, the privatisation polka.

It is an exercise which appears to have found favour with the sharebuying public. Paribas, the first bank to be floated earlier this year, was almost carried away on a flood of 3.8m subscribers.

The other banks which are to follow Paribas into the private sector this spring—Socfin, Banque du Bâtiment et des Travaux Publics, Banque Industrielle et Mobilière Privée and Crédit Commercial de France—now face the task not so much of whipping up investors' interest for their own privatisations as calming the tempest and smoothing the way for the share issue to a manageable level.

The entire French banking sector is embarking on the privatisation adventure from a very secure base.

The five years of nationalisation may have damaged the self-esteem of the Paris bankers who thought of themselves as the spirits of free enterprise. For most of them, however, they provided an opportunity for a substantial effort to improve their balance sheets.

For some, such as Banque Worms or Européenne de Banque, the former Rothschild bank now in the CCF group, nationalisation was even more beneficial, providing the life-line that hauled them out of heavy losses.

If the most profitable banks—such as the state-owned Caisse Générale d'Épargne—had not been privatised, they would have had to make provisions on about 40 per cent of their sovereign debt by the end of this year.

"It is difficult to provision much more than 50 per cent of your sovereign risks. The big banks now have a problem finding risks to provide for," comments Chodet-Dupont's Mr Vigier.

Even without the prospect of privatisation, provisions policy would have been likely to change. With their move into the competitive sector now imminent, they have to pay more attention to their published profits.

Société Générale, headed by Mr Marc Vézot, is due to be floated by the state in April, while BNP, directly into the bank's corporate lending business, has already moved into personal lending rather than from lending margins.

Société Générale and BNP both increased the share of commission earnings in their total banking revenue to 23 per cent last year.

The process of disintermediation—notably the rise of a FF 30 billion consumer market which has moved directly into the banks' corporate lending business—has hurt many French banks, and contributed last year to a drive into personal lending and financial services.

Personal lending rose 17 per cent last year at BNP, and 27 per cent at Société Générale, which was particularly aggressive in its marketing of personal loans.

But the banks have run into a number of problems in this political operation. In their attempt to improve profit margins in the personal banking sector, the issue of bank charges for cheque book services was viewed by the banks as crucial to the future quality of their earnings, but it is an issue which has now had to be buried, at least for the medium term.

French consumers outstrip the rest of the world in their use of cheques as a means of payment, and the sums of money involved in introducing charges for cheque book use are considerable.

Last year, the French wrote an estimated 5.5bn cheques, including 1bn cheques for FF 100 million in administrative costs above FF 3 to handle.

If the banks did not hope to meet their debt-servicing obligations, the definition is not precise, but in general countries whose



Jean-Maxime Laveque: keen on flotation

thing over 0.6 per cent for the main UK clearing banks, according to French banking officials.

Its gross earnings capacity, before corporation tax and provisions but after amortisation and general expenses, amounted to about FF 10bn, however. The ratio is over 24 per cent.

If this figure is related to outstanding lending rather than to French banking officials' estimate of interbank activity in France, the ratio is over 2.5 per cent, comparable to that of the major UK and US commercial banks.

However, France's banks do provisions over their future profitability.

Traditionally more dependent than their overseas competitors on their interest rate margins, French banks have been trying in recent years to improve the quality of their earnings derived from fees and commissions on their services rather than from lending margins.

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## Institutional investment

**Privatisation plan a success**

FRENCH SAVERS are showing a new thirst for equity investment that is confounding even the most optimistic assumptions about the development of Paris's financial markets.

With a programme that envisages floating 65 companies worth perhaps FF 300bn on the stock exchange over the next five years, the Right-wing government of Mr Jacques Chirac has grounds for concern over whether the French market had the necessary capacity to take these privatisations in stride.

Indeed, the concern of the French authorities is now not so much to increase the level of provisions across the board as to harmonise provisioning practices.

While there are many banks—especially the subsidiaries of foreign-owned banks, according to French banking officials—involved in the provisioning effort undertaken by the authorities as bad risks, the largest debtor countries were already covered by the privatisation list.

Indeed, the concern of the French authorities is now not so much to increase the level of provisions across the board as to harmonise provisioning practices.

If the new list will be much longer, it will not greatly increase the volume of loans regarded by the authorities as bad risks. The largest debtor countries were already covered by the privatisation list.

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With more than 3.8m individual applications, all orders were reduced to a maximum of 4 shares of FF 405 each. Institutions, other than those which had paid a premium to acquire a significant long-term stake outside the public offer, got nothing at all.

The Paribas offer doubled overnight the number of direct personal shareholders in France, a country whose market capitalisation has traditionally lagged behind that of comparable developed economies.

Even without the privatisation programme that the French market has already responded to a sharp increase in demand for equity funding. A decade ago, new issues of equities averaged FF 10bn to 15bn a year. By 1985 the figure had risen to FF 77.6bn and last year it nearly doubled to FF 143.7bn.

After the enormous success of the first two privatisations, however, the Finance Ministry has been encouraged to accelerate the programme to a rate that would have been unthinkable two years ago, when the three banks of the Right were still in opposition and mapping out the strategy of privatisation.

Where the proponents of privatisation were trying to persuade the markets that they could without fear absorb FF 15bn to 20bn a year in privatisations, the programme now seems set to reach FF 45bn in 1987, double the amount originally planned in the budget for the year.

For St Gobain, the glass and chemicals group which was the first to be floated in December last year, more than 1.5m individual investors applied for shares. Institutions received only 1.5 per cent of the shares that had been asked for.

Paribas, the investment bank second on the privatisation list, created even bigger headaches.

Paris market.

The Sicav—Sociétés d'Investissement à Capital Variable—or unit trusts have grown in number from 130 in 1980 to 504 at the end of last year. Their progress in size has been even more remarkable, from FF 62.6bn in 1980 to FF 702bn at the end of 1986.

Sicav are obliged to hold at least 30 per cent of their assets in bonds, but for FF 10bn is invested in French equities, while FF 10bn is invested in short-term debt instruments.

The FCPs, or Fonds Communs de Placement, which are limited in size but have a freer investment framework, add another FF 250bn to the mutual fund pool.

But in the wider macro-economic picture, the level of savings in France caused concern to the authorities. Household savings as a proportion of income have been in continuous decline since 1981 and are now 12.3 per cent, their lowest level since the 1950s. The financial savings ratio has also been in decline and now stands at only 4 per cent.

Official forecasts for 1987 show an increase in consumer purchasing power of 1.8 per cent, with consumption rising by 2 per cent. The government is therefore expecting the savings ratio to drop further to 12 per cent and the financial savings ratio to 3.7 per cent.

It is little surprise, then, that this government, like most of its predecessors, has turned to the tax system in a bid to encourage household savings and investment.

Mr René Monory, Minister of the Economy in the government of François Mitterrand and today Minister of Education, Mr Chirac, gave a model to the world with his Loi Monory, a set of tax incentives designed to encourage direct investment in equities introduced in the system of Comptes d'Epargne en Actions, share savings accounts, which took up the baton from the Monory measure and is due to come into force at the end of 1987. The Government does not plan to renew it, saying that its current version appears too complicated and actually discourages investors, although it does plan instead to raise the tax-free allowance on income from bonds and shares.

But Mr Edouard Balladur, who now occupies the seat of Minister for the Economy, has returned to the trough with another measure designed to encourage saving for retirement.

The plan d'Epargne en Vue de la Retraite (PER) is modelled on the US system of individual retirement accounts (IRAs) and will allow tax-deductible savings of up to FF 6,000 a year. The hope is to encourage long savings and also to offer an eventual, if partial solution to France's growing problem of how to finance pensions as it is faced with an ageing population—a problem which has thrown the social security system into crisis.

George Graham

## Financial Investments by French Households

	Total FFr bn	Bonds FFr bn	Shares FFr bn	Savings ratio
1980	205	45.4	9.6	14.9
1981	245	40.0	21.0	15.8
1982	274	72.8	-16.0	15.7
1983	331	43.8	41.3	14.4
1984	294	34.5	48.1	13.5
1985	266	42.9	50.8	12.3

Source: INSEE

George Graham

## Regulation

**Careful watch on foreign scandals**

GUINNESS? Not in France. Roskay? He could never have done it here. But Volkswagen?

With the Volkswagen affair, and the sudden disappearance of a large proportion of the West German car producer's profits into the maw of the foreign exchange markets, France has been forced to look at a different set of problems in its political operation.

"I am persuaded that this affair is the first alarm bell, the first in a series of discoveries," says Mr René Ricard, chairman of the French Association of Auditors, who fears that the increasing complexity of the financial world may provoke "almost monstrous events".

The French authorities are not been complacent. No major bank, insurance company or stockbroker has defaulted in France since the war. The Treasury, the Bank of France and the bourse authorities are anxious not to see this repetition.

Mr Michel Camdessus, who has now swapped his position as governor of the Bank of France with Mr Jacques de Rosier, now back in Paris after nine

years as managing director of the International Monetary Fund, announced the introduction of new controls last November at the same time as the ending of the Encadrement de Crédit, the old system of quantitative credit limits.

And French officials point to the upheavals around Guinness in the UK as proof that they were right to move sooner than expected.

"We wanted to learn all the lessons of the Big Bang. That includes the safety aspect, and you cannot hurry on that," comments a senior Finance Ministry official.

On the banking side, the authorities have tightened up their reserve and solvency requirements, partly as a result of their move away from quantitative credit controls and towards a monetary policy put into effect through interest rates.

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## Company Notice

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The member lines of the above Conference operating from ports in Newfoundland and the Province of Ireland to Canadian Maritime St. Lawrence River and Great Lakes refer to the previous press announcement for the latest upward adjustment in freight rates due to take effect 1st June 1987 and would advise that the new rates will now be effective and will be as follows:

**SECTION 1**

**Service 1 Rates**

Per 200 cubic metres— to be increased by Dirs. 100.00.

Per 40ft container— to be increased by Dirs. 175.00.

**Service 2 Rates**

Excess differential over Service 1 rates to be maintained.

**Service 3 Rates**

To be increased by 5 per cent.

**Time Container Rates**

To be increased by Dirs. 100 per time container.

**Temperature Controlled Containers**

To be increased by Dirs. 175 per temperature controlled container.

**SECTION 2 RATES**

Per 20ft container— to be increased by Dirs. 100.00.

Per 40ft container— to be increased by Dirs. 175.00.

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To be increased by 5 per cent.

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To be increased by Dirs. 175 per temperature controlled container.

**SECTION 3 RATES**

Per 20ft container— to be increased by Dirs. 100.00.

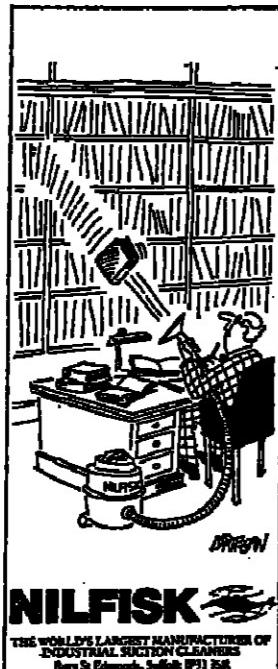
Per 40ft container— to be increased by Dirs. 175.00.

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Stoners House, Kinnaird, Dundee, DD1 2BG, April 1987.



**UNICORN SHIPPING LTD & DEMET NAVY SHIPPING CO LTD**

**Queen's Bench Division (Commercial Court):**  
Mr Justice Hirst: April 1 1987

**AN INJUNCTION** to restrain a defendant time-charterer from removing bunkers from the jurisdiction will be discharged if its effect would be to detain the vessel after expiry of the charter period so that the shipowner, as innocent third party, would suffer severe detriment through loss of future fixtures.

Mr Justice Hirst so held when discharging a Mareva injunction restraining a defendant time-charterer, Demet Navy Shipping Co Ltd, from removing bunkers from the jurisdiction.

The injunction was granted on the application of plaintiff voyage-charterers, Unicorn Shipping Ltd who applied for its continuance in the present proceedings. Demet did not appear in the application, but the shipowners, JT Maritime, intervened.

The effect of the injunction was to preclude the vessel from

being moved out of Shoreham harbour.

The present application by Unicorn was for continuance of the injunction. The shipowners intervened seeking release of the vessel so that it might continue trading.

In *Clipper Maritime (1982) 1 WLR 1282* Mr Justice Robert Corr said that the Mareva jurisdiction "should be implemented in a manner which takes account of the interests of innocent third

parties".

January 12 1987, but was extended only to allow the vessel to finish the voyage; and it only remained for the shipowners to terminate the charterparty by accepting Demet's conduct as repudiatory.

Also, they had fixed the vessel to a third party for a voyage to Stettin in the Adriatic. The vessel had been ordered to leave since discharge at Shoreham. They wished to leave immediately otherwise they would lose the fixture. The running costs of the vessel were about \$1,627 per day.

In *Galicia Maritime (1983) 1 WLR 538* Lord Justice Kerr said "where the effect of service of the injunction on the third party substantially interferes with the third party's business, the rights of the third party must always prevail over the desire of the plaintiff to secure the ultimate recovery of debts..."

The owners' affidavit evidence was that if the Mareva injunction continued they would be deprived of the use of their only trading asset.

They said the time charter was effectively at an end; Demet had not paid hire for two to three months; the charter period was for 91 days and the theoretically expired on

the date of the injunction.

The Demet telexes carried no weight since Demet had shown themselves hopelessly unwilling.

The owners' telexes did

no more than indicate a willing-

ness to enter into future fixtures.

The owners' evidence was unimpeachable. It went far beyond mere assertion since it was supported by the charter party itself.

On the evidence the charter

party formally expired on January 12 1987 and had only con-

tinued on an ad hoc basis to

enable the voyage to be com-

pleted, as it now was. Any notice of termination, if needed at all,

would be a mere formality.

The owners were in the same position as the owners in Galicia, and any future loss from the effective detention of the vessel would fall on them and not on Demet.

If the injunction was continued the owners would lose their next fixture; be deprived of any other profitable use of the vessel indefinitely; and have to pay the crew and running costs to no useful purpose. That would cause them losses which must run into tens, if not hundreds, of thousands of dollars.

If on the other hand the injunction was lifted Unicorn would lose their security of \$30,000, but in practice since the vessel would be severely diluted since the owners had their very much

larger claim for unpaid freight.

On balance therefore the owners' potential financial loss was much more severe than Unicorn's. The argument in favour of discharging the injunction was overwhelming.

For the shipowners

Charles Hadden-Cave (Ingleby-Botterill Roche and Pibus, Newcastle).

For the plaintiffs: Nigel Jacobs (Holman Fenwick and Willan).

By Rachel Davies

Barrister

**The Princess Alice Hospice**

We care for the terminally ill at our hospice. We urgently need donations of money and items worth more than £100,000.00. We will be happy to tell you how we can help you to make a donation, confidentially.

The Princess Alice Hospice, Caversham, Reading, Berks.

The address below is correct as of November 1986.

## Group Precious Metals Mining Companies' Reports for the quarter ended 31 March 1987

All companies are incorporated in the Republic of South Africa

### Driefontein Consolidated

Driefontein Consolidated Limited

(Registration No. 64/0483/06)

ISSUED CAPITAL: 102 000 000 shares of R1 each, fully paid.

#### OPERATING RESULTS

Gold - East Driefontein

Ore milled (t)

Gold produced (kg)

Yield (g/t)

Price received (R/kg)

Revenue (R/t million)

Cost (R/t million)

Profit (R/t million)

Revenue (R000)

Cost (R000)

Profit (R000)

Gold - West Driefontein

Ore milled (t)

Gold produced (kg)

Yield (g/t)

Price received (R/kg)

Revenue (R/t million)

Cost (R/t million)

Profit (R/t million)

Revenue (R000)

Cost (R000)

Profit (R000)

Uranium Oxide

Ore milled (t)

Gold produced (kg)

Yield (g/t)

Price received (R/kg)

Revenue (R/t million)

Cost (R/t million)

Profit (R/t million)

Revenue (R000)

Cost (R000)

Profit (R000)

CAPITAL EXPENDITURE

The unexpended balance of authorized capital expenditure at 31 March 1987 was R515.3 million.

DIVIDEND. A dividend (No. 27) of 145 cents per share was declared on 9 December 1986 and was paid to members on 11 February 1987.

SHARES

No. 5 Shaft-Electrical Shaft-E. The shaft was sunk 188 metres to a depth of 403 metres below collar. The excavation of 30 Level station is in progress.

No. 2 Tertiary Shaft-E. This shaft is to be sunk from 34 Level (collar level) to 50 Level. The excavation of the rock-winder and service-winder chambers on 52 Level (deck level) has commenced.

West Driefontein

No. 3 Shaft-W. The shaft was sunk 68 metres to a final depth of 1 862 metres below collar. The excavation of the loading arrangements was completed. The construction of the shaft bottom pump chamber is in progress.

No. 8 Shaft-W. The construction of the fan building is in progress.

On behalf of the board

R. A. Plankridge

C. T. Fenton

7 April 1987

### Vlakfontein

Vlakfontein Gold Mining Company Limited

(Registration No. 05/0615/06)

ISSUED CAPITAL: 6 000 000 shares of 20 cents each, fully paid.

#### OPERATING RESULTS

Gold - Vlakfontein

Ore milled (t)

Gold produced (kg)

Yield (g/t)

Price received (R/kg)

Revenue (R/t million)

Cost (R/t million)

Profit (R/t million)

Revenue (R000)

Cost (R000)

Profit (R000)

FINANCIAL RESULTS (R000)

Working profit: Gold

Net steady revenue

Tax

Profit before tax

Dividends

7 April 1987

On behalf of the board

A. J. Wright

C. T. Fenton

7 April 1987

### Libanon

Libanon Gold Mining Company Limited

(Registration No. 05/0836/06)

ISSUED CAPITAL: 8 000 000 shares of R1 each, fully paid.

#### OPERATING RESULTS

Gold - Libanon

Ore milled (t)

Gold produced (kg)

Yield (g/t)

## SOUTH AFRICAN INDUSTRY

Jim Jones explains why growers are untroubled by import sanctions

### Cape wine cartel tightens its grip

WHEN CANADA and the US last year moved to prohibit imports of South African wine, a succession of dismal prognoses emerged of the harm sanctions might do to an already depressed Western Cape.

Ironically, there were few gloomy faces among the country's 6,000 wine growers. They were well aware that exports form a comparatively unimportant part of their industry's annual sales, which have a farm gate value of about R375m (£185.2m)—and that they themselves are safely protected inside what is probably the world's best regulated wine and spirits industry.

Long-established production quota will ensure that any export quota will ensure that any export quota will not lead to wine lakes of European portions.

Nearly 90 per cent of South Africa's wine comes from estates classified in an arc stretching from Swellendam, about 200 km east of Cape Town, to the Olifants River, more or less the same distance to the north of the City. The country as a whole has 92,500 hectares of vineyards planted with 283m vines (1 per cent of the world total) and the 8.35m hectolitres of wine produced in 1986 represented 2.8 per cent of the world's total.

Wine growing, located in areas of staunch support for the ruling National Party, generates about 30 per cent of the horticultural revenue of the



farm and in January each year determines floor prices which are legally fixed by the government in consultation with the KWV. No-one is allowed to undercut the fixed price.

The KWV also controls the distillation of brandy and other spirits and alcohol from that part of each year's wine harvest which is not sold as natural wine.

monopoly. Black South Africans, particularly in urban areas, are steadily switching from the traditional sorghum beers towards malt beers, yet wine remains far less popular, despite being favoured by lower excise duties than are applied to beer.

In 1985 SAB sold 13.77m hectolitres of beer countrywide, which is not sold as natural wine.

That control is reinforced through effective control over retail and wholesale marketing of wine.

In 1978, the government agreed to a liquor industry rationalisation proposed by SAB and Rembrandt, the tobacco and liquor conglomerate. The rationalisation left SAB with a monopoly of the beer market and Cape Wine & Distillers (CWD) with about 60 per cent of the wholesale wine and spirits sector.

A limit of five outlets was placed on the number of retail outlets any individual company could own, which forced SAB to sell most of its outlets.

CWD was excluded from the limits and was allowed to own 800 licensed retail outlets out of a countywide total of about 3,200.

One of the stated intentions of the 1978 rationalisation was that no single company would control CWD. Rembrandt, the KWV and SAB each received 30 per cent of CWD's shares, with the residual 10 per cent being sold to the public.

Shortly afterwards, Rembrandt and KWV put their CWD shares together in a jointly-owned holding company, which gave them effective control of the country's liquor industry.

CWD does not disclose its annual sales but it generated a pre-tax profit of R141m in its 1985-86 year before inflation-exempting adjustments.

The wine producers argued in 1979 that SAB's earlier

or stocked to balance production in future bad years.

This year's total wine crop is estimated by the KWV at 8.44m hectolitres, of which 4.84m hectolitres are classified as "good" wine and will be sold at a normal product or stock; 2.75m hectolitres will be distilled into brandy or white spirits to make gin and vodka; and the remaining 1.85m hectolitres will be distilled into industrial alcohol for local use or export.

South Africa is no exception to the general rule that about four-fifths of the world's wine is drunk within 100 miles of the vineyard. In the Cape, most wine is drunk by those classified "coloured" (mixed-race), particularly on the farms where traditional wine—known as "dog"—traditionally forms part of the labourer's pay.

The Cape market remains important but, though this is changing, it does not mean that greater proportions of any particular vintage are destined for export. Rather, the industry's marketing emphasis is on increasing sales in what Mr Ritzen de la Bat, the KWV's chief executive, refers to as "the northern market".

Wine drinking has caught up in the economically dominant Transvaal only during the past 15 years or so, but has failed to make great headway against beer brewed by the South African Breweries (SAB).

**Absolute control of industry**

Western Cape employs 42,000 labourers and provides a livelihood for about 300,000 people, of which farmers' and labourers' families are taken into account.

The key to the wine industry's confidence lies in the fact that virtually all growers are members of the politically influential KWV (Koöperatieve Wijnbouwers Vereniging), which was established as a co-op in 1913 and which now controls the wines and spirits industry. The growers have little choice but to join the KWV, nor would most want an alternative.

The KWV's control of the wine and spirits industry is absolute. It prevents overproduction through a system of quotas for each individual grape

60 per cent more than the 8.35m hectolitres sold in 1986. Wine drinking has risen more slowly, from 2.64m hectolitres of natural, fortified and sparkling wines in 1980 to 3.82m hectolitres in 1986. While South Africans of all races drink an average of 120 litres of beer a year, they drink only about 11 litres of wine.

The wine growers' apparent lack of concern over import sanctions derives from the KWV's payment system. In any one year the grower is paid only for the wine consumed in South Africa; the remainder is effectively delivered free to the KWV and the grower receives a later payment for any that is exported.

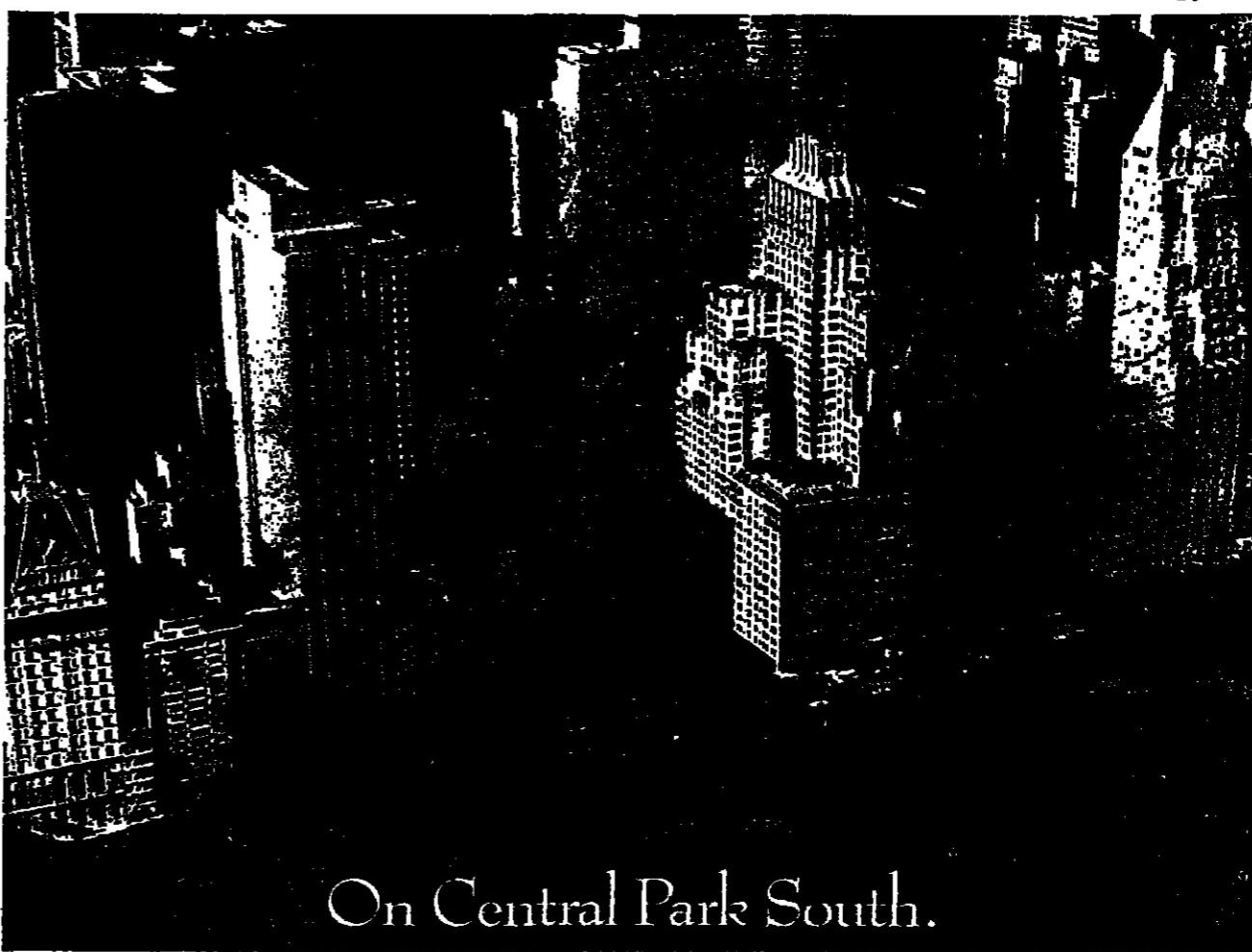
Exporters generally absorb between 5 per cent and 18 per cent of the annual crop and generate a small portion of each wine grower's income. The grower is, furthermore, protected by the KWV's distilling activities. Distilled alcohol not used locally is exported as an industrial commodity, which does not appear as a distinctly South African product on foreign retail shelves.

In contrast to the EEC, where guaranteed prices distort production, the KWV's tight control of the production end of the market in South Africa effectively prevents new acreage being planted to vines—the wine grower would have no local outlet for his product.

100,000 km at 213 km/h



Through torrential rain and blistering sun, the three production-series Saab Turbos pressed on regardless. After 20 days and nights of sustained high-speed driving, each of the cars flew past the 100,000 km milestone averaging speeds of 213.299 km/h, 210.082 km/h and 208.084 km/h respectively. The times include pauses for refuelling and oil changes (courtesy of Shell), changing the Pirelli P6000 tyres and servicing. Saab's high-speed test was sanctioned by FISA and run according to its international rules.



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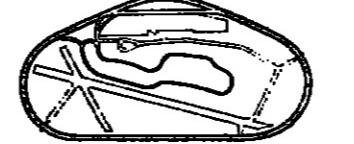
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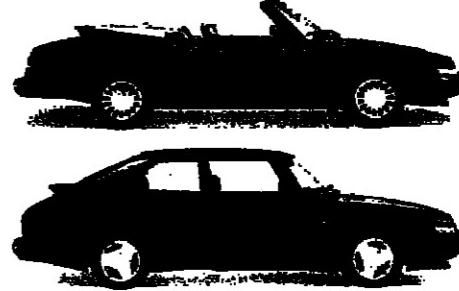


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October 7 - 27, 1986

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100 km	218.681 km/h	135.911 mph	international speed record
100 miles	219.612 km/h	136.490 mph	international speed record
1 hour	220.449 km/h	137.010 mph	international speed record
500 km	217.284 km/h	135.043 mph	international speed record
500 miles	217.050 km/h	134.898 mph	international speed record
1,000 km	217.651 km/h	135.271 mph	international speed record
1,000 miles	216.519 km/h	134.651 mph	international speed record
6 hours	215.568 km/h	134.846 mph	international speed record
12 hours	215.057 km/h	133.550 mph	international speed record
24 hours	214.920 km/h	133.465 mph	international speed record
5,000 km	214.936 km/h	133.475 mph	international speed record
5,000 miles	214.486 km/h	133.279 mph	international speed record
10,000 km	213.473 km/h	132.650 mph	international speed record
10,000 miles	212.564 km/h	132.085 mph	international speed record
25,000 km	212.687 km/h	132.161 mph	international speed record
25,000 miles	213.816 km/h	132.863 mph	international speed record
50,000 km	214.297 km/h	133.162 mph	international speed record
50,000 miles	213.686 km/h	132.782 mph	WORLD RECORD
100,000 km	213.299 km/h	132.542 mph	WORLD RECORD



Pretty good going for standard five-seaters.

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Ideally, applicants should be able to demonstrate a record of personal achievement within a merchant bank, management consultancy or the Corporate Strategy Centre of a major organisation, and have an awareness of the current issues within the City.

The remuneration package will be substantial and should not be a barrier to attracting the calibre of individual our client seeks.

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## Hoggett Bowers

Executive Search and Selection Consultants

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Isle of Man\*

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Further details may be obtained from:

THE SENIOR FELLOW, UNIVERSITY COLLEGE  
OXFORD OX1 4SA

Enquiries and applications are welcome at any time, but the College will begin to review applications for the Michaelmas Term (starting in October) on May 1st.

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One of the major International Banks is seeking an additional Account Manager to complement an energetic team within the commercial lending operation, with particular emphasis on property transactions.

The ideal candidate will be a qualified banker in his/her late 20's early 30's with an extensive knowledge of account handling, and preferably some knowledge of the property sector. Personal qualities should include flexibility, self motivation, the ability to work well within a team and good communication skills at all levels.

For further details please contact Julia Cartwright on 01-404 5751 or write to her in strictest confidence at 39-41 Parker Street, London WC2B 5LH.



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International Recruitment Consultants - London Brussels Paris Sydney  
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## Cripps, Sears

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The remuneration package will reflect the seniority and importance of this appointment and will not be a limiting factor.

Applications, either in writing or by telephone, should be made in complete confidence to Robert Usher who is advising in this matter, to:

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170 Bishopsgate, LONDON EC2M 4LY,  
tel: 01 623 1266, fax: 01 626 5258.

**Jonathan Wren International Ltd.**  
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If you have eight or more years' post-qualified experience of commercial law in a high exposure environment and are ambitious for more responsibility, please contact Anita Doswell, Reuter Simkin, 1 Gracechurch Street, London EC3V 0DD or telephone 01-626-2041 quoting reference C236.

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LAYLOR : BENNETT

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c £65,000 package

Our client is the Fund Management arm of a major international investment bank. Having substantial and diverse funds invested internationally, they seek a Senior Dealer to head up a highly successful dealing team.

Interested individuals should be aged between 30 and 45 with several years equity dealing experience within stockbroking or fund management - probably in the UK, but possibly in the European or US markets.

For an initial talk about the standing, scope and prospects within this major name, please contact Sarah Davies, who will treat all enquires in confidence, 20 Cousin Lane, London, EC4R 3TE or telephone 236 7307.



**KENNEDY STEPHENS**

SEARCH & SELECTION SPECIALISTS IN THE FINANCIAL MARKETS

**PERFORMANCE ANALYST**

First Investment Career Move

& negotiable

This position, with a client of international standing, offers an excellent opportunity for an individual with two or more years basic grounding in financial markets. Candidates may be experienced analysts or numerate graduates/MBA's with investment knowledge. Membership of the Society of Investment Analysts would be advantageous.

If you have a qualification that has provided you with a sound knowledge of investment analysis techniques and have the added ability of presenting results in a clear narrative form, then this position will offer you scope to apply and develop these skills to the full.

The successful applicant can look forward to making a real contribution to strategy decisions through analysing and commenting on the performance of managed investment funds. There is scope for development into a fund management or a senior analytical position in two to three years time.

If you meet the above specification and wish to arrange an informal meeting, in strictest confidence, to discuss this position then please send a brief C.V. to Derek Burn.

(Tel: 01-405 9000/1) (Ref: 4/637).

Lawrence House 51 Gray's Inn Road London WC1X 8PP

**MCP**  
MANAGEMENT  
CONSULTANTS

# Institutional Equity Sales Professionals

County Securities is firmly established in the forefront of international equities trading. We have the backing of National Westminster Bank plus research, advisory and trading facilities of the highest quality. To expand the business with UK and overseas institutions, we're now seeking experienced Equity Sales people for senior positions.

Aged late 20's or early 30's, with an institutional stockbroking background and at least three years of proven equity sales experience, you'll be joining an outstanding team.

A top salary, plus excellent banking benefits, will be offered.

Please phone Mike Anderson on 01-382 1502 (weekdays), 01-878 0834 (evenings 7.30 p.m. onwards) or 03005 375 (weekends).

Alternatively write, enclosing your cv to:  
Kathryn M. Riley, NatWest Investment Bank, Drapers Gardens, 12 Throgmorton Avenue, London EC2P 2ES.

**COUNTY SECURITIES**  
The NatWest Investment Bank Group

## PRIVATE CLIENT EXECUTIVE

The opportunity to advise prestigious international clients in a fund management company with an exceptional performance record.

This is a position which will appeal to a Private Client Executive at the peak of his/her profession. It offers the opportunity to advise major high worth investors and thereby make a significant contribution to the company's continued dynamic development.

The company specialises in Discretionary Private Client fund management and its growth rate since its inception a few years ago has been dramatic. This can be attributed to its high quality management team, its global investment capability and its outstanding performance record. Its structure is unbureaucratic, its range of funds extensive and its terms of business attractive.

This position has arisen as a direct result of the escalation in demand for the Company's services. The person appointed will report to the Chief Executive and will support him in the international client advisory function. The work will principally involve advising clients on the structuring of their portfolios, participation in asset allocation

strategy, the implementation and administration of investment decisions and communication with clients on the performance of their investments.

The successful candidate must have a good knowledge of the international economic scene and experience in dealing with investment clients. This is likely to have been gained either in a Stockbroking or Investment Management firm. Candidates are likely to be Business/Economics graduates in the age range 35-50 and must possess sophisticated interpersonal and communications skills. Fluency in foreign languages would be an advantage, but is not essential.

The compensation package offered is designed to attract candidates of the highest calibre. If you would like to be considered, please write in complete confidence to John Sears and Associates, Executive Recruitment Consultants, Cavendish Court, 11/15 Wigmore Street, London W1H 9LB or telephone 01-629 3332.

**John Sears  
and Associates**

A MEMBER OF THE SMCL GROUP

**Jonathan Wren**

## MARKETING DIRECTOR LEASING

An exciting and challenging opportunity exists for a senior leasing professional to obtain a Board appointment within the Asset Finance Group of one of the UK's most prestigious banking institutions. As a member of the executive management team the appointee will be responsible for the on-going development and co-ordination of all marketing activities within this major profit centre.

Whilst possessing a relevant degree and/or professional qualification, applicants, aged c35 years, should clearly demonstrate a successful career in middle and big ticket leasing (£0.5m+) built upon sound technical ability, proven managerial experience, and excellent interpersonal skills. He/she will be required to motivate a strong marketing team whilst retaining personal involvement in high level negotiations.

This position represents a solid career opportunity and to reflect the seniority of this appointment will carry an attractive salary, performance related bonus and full banking benefits. Contact Jill Backhouse or Peter Haynes.

All applications will be treated in strict confidence.

LONDON BRUSSELS HONG KONG SYDNEY

**Jonathan Wren**  
Recruitment Consultants  
No.1 New Street, (off Bishopsgate), London EC2M 4TP.  
Telephone: 01-623 1266. Fax: 01-626 5258.

## BANKING OPPORTUNITIES

### CAPITAL MARKETS

**c£25,000 + Car + Bonus**  
Prestigious US bank seeks a young technician to specialise in the pursuit of Eurobonds. A challenging position, this role offers a numerate graduate the opportunity to develop skills in the structuring of complex deals. Ref SN0405

**ANALYST** **c£20,000**  
High profile role within a major Japanese House. Responsibilities involve the setting of lending limits and the preparation of risk assessments for the UK Corporate Market. With strong credit and industry analysis skills you will enjoy excellent career development prospects. Ref RL0409

Telephone: 01-256 5041 (out of hours: (0483) 37490)

### BUSINESS DEVELOPMENT

**c£25,000 + Car**  
Expanding European bank seeks a self-motivated individual to increase UK middle market business: you will have excellent back-up, but should combine genuine marketing flair with good credit skills. An exciting opportunity to join a very professional team. Ref SN0407

**MARKETING SUPPORT** **c£16,000**  
Wide ranging role within a European House expanding its UK corporate business base. As part of a team targeting small/medium sized UK companies you will be involved with Credit Analysis and assisting the Marketing Officer in the development of new business. Ref SM0409

**Management Personnel**  
Recruitment Selection & Search  
10 Finsbury Square, LONDON EC2A 1AD.

## Broker Services Limited

{ London and Glasgow }

Since its formation in May 1986 and admission to the Stock Exchange in June 1986, the growth in demand for the services provided by the Company has been higher than was originally anticipated. Accordingly, it has been decided to bring forward Phases III and IV of the Corporate Plan in order to maintain the unrivalled excellence of the service it provides. As a result, a limited number of vacancies have arisen for ambitious and competent personnel to join the existing management team where the emphasis is on ability rather than qualifications, a willingness to work long and hard, and an understanding of the principles of accountability to clients and the Company. Applications are invited for the following posts:

### Implementation Executive

(London) Ref MCS/21

Accountable to the General Manager/Customer Support for the effective implementation of Broker Services products and facilities to new clients, and the introduction of new products to existing clients.

Desirable experience includes technical familiarity with computer based applications and/or expertise encompassing broker settlements and back office procedures. A mature and well balanced proactive approach to business problems, an ability to develop professional relationships with clients, and a capability of managing and motivating subordinates are also required.

Proven qualifications are of less importance than a proven track record of success but it is unlikely that anyone under 30 will have achieved the required depth and level of experience.

### CAD Manager

(London) Ref MCS/22

Accountable to the London Settlement Manager for the initiation and maintenance of controls and procedures which guarantee an efficient settlement service to clients. Mandatory requirements are five years experience in a stockbroking firm with a good record in institutional settlements and new issues, together with a thorough understanding of the workings of the Stock Exchange, its rules and regulations. Applicants should be at least 25, ambitious and possess an ability to learn quickly.

### Accounts Executive

(London and Glasgow) Ref MCS/23

Accountable to the General Manager — Customer Support for the provision and maintenance of an effective interface with nominated clients, ensuring the provision of an optimum service, prompt resolution

The salary levels will reflect the importance of these new roles and will attract applicants who are seeking a challenge along with long term career and salary prospects.

Applicants should send a full CV, with salary history and quoting the relevant reference number to David Gibb, Executive Selection Division, Price Waterhouse, Management Consultants, 1 Blythswood Square, Glasgow G2 4AD.

**Price Waterhouse**



## FINANCIAL COPY/REWRITE EDITOR

London

Prestigious investment banking house seeks experienced copy and rewrite editor to edit brokerage house reports. Financial background, strong logic, keen eye for detail, proof-reading skills, and ability to work quickly and efficiently under pressure required. Some knowledge of graphics, layout, and word processing helpful. Send resumé in confidence to:

T. G. West, Managing Director, (Ref: 5769), Associates in Advertising, Columbia House, 69 Aldwych, London WC2B 4DX.

Please state any company to which your application should not be sent.

**Associates**  
IN ADVERTISING

## FIXED INTEREST INVESTMENT MANAGER

USE YOUR EXPERIENCE TO ESTABLISH A NEW GILT-EDGED TRADING VENTURE

3i Portfolio Management manages quoted investments worth over £700 million on behalf of our parent company, Investors in Industry, and external clients, such as pension funds and investments trusts. The success of our money-market dealing and equity trading activities has made it clear that there is considerable scope for us to move into the fixed-interest securities market.

As a dynamic person, with over 5 years relevant experience, you should relish the challenge of establishing our presence in this field. We already have a sophisticated treasury operation and have been an active fund-raiser in the bond markets. It will be up to you to pull together the existing expertise in these areas and apply them in formulating a policy to trade in the gilt-edged market. You will also be given responsibility for fixed interest investments in pension funds.

As a senior person within our company your expertise will be highly valued and the rewards we offer will be set at a level to attract a person of the right calibre.

For a confidential discussion, please write with career details to our Personnel Manager, Kathleen Rawle, Investors in Industry plc, 91 Waterloo Road, London, SE1 8XP or call her on 01-928 7822.

**THE CREATIVE USE OF MONEY.**

## EURO BROKERS

### Domestic Money Markets

Euro Brokers Holdings Inc, the International Financial Services Group with offices in New York, London, Los Angeles and Toronto, plans to enter the Sterling Markets in London.

We should like to hear from senior and experienced brokers from all aspects of the Sterling Market who would welcome an opportunity to join a rapidly expanding professional team in an Independent Money Broking Group.

A highly competitive remuneration package will be offered to successful candidates together with excellent career opportunities. There is also the possibility of equity participation.

Interested applicants should apply in confidence to:

Adrian Scott-Jones  
c/o Euro Brokers Limited  
Adelaide House  
London Bridge, London EC4R 9EQ  
or telephone:  
Christine Holland on 01-626 2691/2/3

## FULTON PREBON SECURITIES

### GILT DEALER

If you have a good knowledge of the practices and structure of the gilt market with at least two years experience as a dealer then we want to talk to you about an exciting opportunity to be in at the start of a new gilt agency broking operation which has an established commercial client base.

### GILT SETTLEMENTS

Are you currently a senior member of a settlements team, but not the boss? We can offer you an opportunity to set up a new gilt settlements section and to manage its growth as our business grows.

The salary package will be commensurate with age and experience for both of these appointments. Replies including a CV, and indication of current remuneration should be addressed to:

Brian Burnett,  
Fulton Prebon Securities Limited,  
34-40 Ludgate Hill, London EC4M 7JT

# Career Opportunities

As a result of continued growth and expansion, our client, a AAA rated bank, is seeking high calibre individuals to complement specialist teams in the following areas:

## Credit Analysis

**Position:** Credit Analyst  
**Role:** Working within a small team involved in the reporting and analysis of U.K. corporate businesses and strategic planning.  
**Experience:** A minimum of 4-5 years' credit analysis within a high quality banking environment. Formal credit training preferred.

## Project Finance

**Position:** Project Finance Officer  
**Role:** Marketing the bank's products within the international project finance market and further expanding the bank's presence in the field.  
**Experience:** A minimum of 3 years' experience of working on large projects, preferably related to the oil industry.

Candidates should preferably be graduates in their late 20's/early 30's and will be rewarded with an attractive salary and the usual banking benefits. Interested candidates should send a copy of their curriculum vitae to Julia Cartwright at Michael Page City, 39-41 Parker Street, London WC2B 5LH, or telephone her on 01-404 5751.



**Michael Page City**

International Recruitment Consultants - London Brussels New York Paris Sydney  
 A member of Addison Consultancy Group PLC

**YOUNG SPOT DEALER** Age: 21-25 Salary: £15,000-£18,000

The London Branch of a major European Bank wishes to further increase its already substantial dealing activity by the engagement of an ambitious young Dealer who has acquired a minimum of 12 months experience on 'Cable' or a major European currency. After a successful induction period, it is envisaged that the successful Appointee will run his own 'book' and make a considerable contribution to the profitability of the 'Spot' dealing team. An excellent fringe benefits package is offered along with an outstanding opportunity for career progression.

**BULLION TRADER** Age: 21-26 Salary: Max £18,500

A prime International Bank seeks to recruit a talented young Trader with 1/2 years experience in the bullion market. The successful Candidate will be able to reflect a good standard of formal education, a steady job record and a good 'all round' knowledge of other traded financial instruments. A competitive benefit package is offered along with the outstanding opportunity to join one of the foremost names in the London market.

PLEASE CALL LAURIE WRAY IN CONFIDENCE ON 621 1666

Brian Durham Recruitment Services  
 25 Liverpool Street, London EC2M 7PD

# International Business Development

The Director responsible for Touche Remnant's international business requires a Number Two to work with him in developing the company's overseas client base.

Candidates for this challenging position will preferably be over 35 with a strong investment background, an outgoing personality and the proven capability to market primarily to institutional investors.

This is a particularly attractive opportunity for the individual who seeks a positive career path within a stimulating working environment. Salary is negotiable.

Suitable candidates send CV in strictest confidence to:

David H Carter, Managing Director,  
 Touche Remnant International Limited,  
 Mermaid House, 2 Puddle Dock,  
 London EC4V 3AT.  
 Tel No: 01-236 6565

**TOUCHE REMNANT**

## INVESTMENT MANAGER

£35,000/£40,000

Newly opened office of well-established Securities Company requires Investment Manager with a background in Securities/bond trading and fixed interest investments. Reporting to the Managing Director, this person will be used to a high degree of autonomy.

Please telephone Shelaugh Arneil on 01-583 1661 or send c.v. in confidence to her at:  
**ASB RECRUITMENT**

50 Fleet Street, London EC4Y 1RE

## Aircraft Finance

**Position:** Aircraft Finance Officer  
**Role:** Marketing the whole range of the bank's products to European Airlines and expanding the bank's activities in this area. Some involvement in syndicated transactions.  
**Experience:** A minimum of 3 years' experience of aircraft financing. Good credit skills essential.

## Scandinavian Marketing

**Position:** Scandinavian Marketing Officer  
**Role:** Marketing the range of the bank's products including eurobonds, swaps and commercial paper to Scandinavian corporate and sovereign clients.  
**Experience:** 5 years' experience in Scandinavian Marketing. Fluency in a Nordic language is essential.

## Scandinavian Marketing

**Position:** Scandinavian Marketing Officer

**S**WISS BANK CORPORATION INTERNATIONAL (SBCI) is one of the world's leading investment banks and a major presence in the global capital markets, with operations in Tokyo, New York and other financial centres. The bank enjoys a leading reputation as an international underwriter, and within the last six months has established a commanding presence in the Far Eastern equities market. Our strength in European equities will be substantially reinforced by our forthcoming acquisition of Savory Millin.

SBCI London is seeking a number of graduates or M.B.A.s to train in capital markets sales with a view to transferring to Tokyo in due course, and longer term establishing a career within the group.

The essential qualities that we seek are:

- fluency in Japanese and English.
- a high degree of numeracy.
- first rate communication skills.
- the ability to thrive in a high pressure environment.

In return for energy, flair and consistently high performance we offer flexible and responsive management and significant and increasing responsibility. Remuneration is negotiable and will include the potential to earn a substantial bonus.

Those who wish to apply should write, enclosing a curriculum vitae, to:  
 Alexander Campbell, Personnel Manager,  
 Swiss Bank Corporation International Limited,  
 Three Keys House, 130 Wood Street,  
 London EC2V 6AQ.

**Swiss Bank Corporation International Limited**

# Japanese speakers - investment banking

## INTERNATIONAL STRATEGIST

£40,000 - £60,000 package

With the world's financial and economic markets changing and developing so rapidly, our client perceives a need for a specialist to research market strategies. They are a major international bank with a high profile in bonds and a strong presence in capital markets and securities.

On their behalf we invite approaches from candidates who have a masters degree in economics with a sound practical knowledge of international economics. A good working knowledge of the equity or bond markets would be a distinct advantage and excellent written and verbal skills are essential.

This new position is being created to analyse macro economic, socio-political and market factors for the assessment of long term investment policies. It offers an exciting opportunity to develop an important role in a challenging and varied field.

For an initial talk in confidence please contact Clare Kearns who will treat all enquiries in confidence.  
 20 Cousin Lane, London EC4R 3TE. Telephone 236 7307.

**STEPHENS ASSOCIATES**

SEARCH & SELECTION SPECIALISTS IN SECURITIES & INVESTMENTS

## Group Economics Department

We have two vacancies within our Group Economics Department, which is situated in our Head Office at Poultry.

### Senior U.K. Economist c.£22,000

This is a senior vacancy in the UK section of the department which provides briefings, analysis and forecasts of the UK financial and economic environment for various functions throughout the Group. It is anticipated that the successful candidate will be Manager elect of the section later this year.

Applicants should have a strong academic background, together with a number of years relevant experience in the private and/or public sector.

### Industrial Economist/Econometrician c.£13,000

This vacancy is for an economist to work principally on the influence of economic factors on Industrial and Corporate performance, and the implications for the Bank's lending portfolio.

The successful candidate should have at least a good first degree with a specialisation in statistics/econometrics, together with two or more years relevant experience preferably involving familiarity with company data and basic accounting concepts and the use of PCs.

Applications, to include a full C.V., should be forwarded to: Mr J.C. Dorington, Principal, Midland Bank plc, Group Economics Department, Poultry, London EC2P 2BX.



**Midland Bank**

Midland Bank is an equal opportunities employer

## APPOINTMENTS ADVERTISING

£43 per single column centimetre.  
 Premium positions will be charged £50 per single column centimetre.

For further information call:  
 01-245 8000

Jane Liversidge Ext 4177 Emma Cox Ext 5551 Daniel Berry Ext 3456 David Rhodes Ext 4976

## BARING SECURITIES LIMITED

### Japanese Convertibles and Equity Warrants

### Sales/Trading

The exceptional growth of Baring Securities worldwide operations over the last two years has created several exciting opportunities for self motivated individuals with experience or related knowledge of the Japanese equity-related product markets, to join our successful trading and sales teams in both London and Tokyo.

The ideal candidate will have proven skills that can be applied intelligently and creatively to the above positions.

The remuneration package for these individuals will be outstanding.

Applications in writing enclosing an up to date C.V. should be made to:

Doug Atherley,  
 Baring Securities Limited,  
 Lloyds Chambers,  
 1, Portsoken Street,  
 London E1 8DF.

## HEAD OF RESEARCH Tokyo

Our client is the Japanese arm of a major international securities house with total commitment to the Asian markets. Offices in other financial centres make use of the research material provided from the Tokyo office and a significant increase of business has determined that a Head of Research should now be appointed to direct this service.

The appointment obviously requires considerable familiarity with the Japanese market, the ability to lead a young and energetic team and the motivation to develop a quality research product for distribution worldwide, as well as to the local sales force.

This is an exceptional career opportunity to establish a reputation in a dynamic environment and suitably-qualified analysts will not find remuneration a limiting factor, as is to be expected in an appointment of this seniority.

Applications, either in writing or by telephone, should be made in complete confidence to Robert Usher who is advising in this matter to:

Jonathan Wren International Ltd.,  
 170 Bishopsgate, LONDON EC2M 4LX  
 tel: 01 623 1286, fax: 01 626 5258.

**Jonathan Wren International Ltd.**  
 Banking Consultants

# Senior Brand Management

## Financial Services

Southern England

c.£25K + Car + Benefits

**ADER**

Executive Search Consultants

# CJA

Scope exists to develop and head up specialist investment management group in 2-3 years.

### PORTFOLIO MANAGER — GROSS FUNDS

£30,000-£35,000 + BONUS AND CAR

**GROWING INVESTMENT MANAGEMENT ARM OF PROMINENT STOCKBROKER — FUNDS EXCEED £1.5 BILLION. MEMBER OF LEADING INTERNATIONAL FINANCIAL SERVICES ORGANISATION**

To further strengthen this successful and expanding investment management team, we invite applications from candidates, aged 27-32, keen to expand their investment management horizons and experience. We require a background in analysis of international equities and fixed interest markets followed by not less than 3 years in control of substantial private client portfolios utilising the latest techniques according to the Divisional Director. The successful candidate will be responsible for all aspects of fund management and portfolio funds. This will include on-going liaison at the highest level with a diverse range of important bodies on the structural implementation of portfolio strategies through effective due diligence and investment decisions based on personal assessment of research material, together with funds performance reporting and administration supervision. Key to the success of this appointment are an analytical and agile mind, presentation skills and the ability to meet objectives with the minimum of direction. Initial salary negotiable £30,000-£35,000 plus performance related incentive, mortgage facility, car, non-contributory pension, free life assurance. Applications in strict confidence under reference 4486/FT to the Managing Director:

CAMPBELL-JOHNSON ASSOCIATES RECRUITMENT CONSULTANTS LTD., 3 LONDON WALL BUILDINGS, LONDON EC2M 5JP  
TELEPHONE: 01-588 3568 or 01-588 3576. TELE: 887374. FAX: 01-526 8501

### BARING SECURITIES LIMITED

#### European Equities Department Research/Sales

The European Equities team at Baring Securities Limited seeks to expand its equity research and sales operations.

Ideal candidates should have experience in either Accountancy, Corporate finance, Fund management, Company analysis or Equity sales in the European markets.

Applicants should be able to meet the following requirements:

- Eighteen months or more experience in at least one European market.
- Knowledge of stock market activity in at least one European country.
- Knowledge of accounting practices in at least one European market.
- Fluency/language skills are not critical but would be an added bonus.
- Ability to work in a team environment.

An outstanding remuneration package and a challenging opportunity in a rapidly expanding operation are on offer.

Candidates with a high degree of self motivation and team spirit possessing the requirements outlined above should apply in writing, enclosing an up-to date C.V., to:

Jeremy Campbell-Lamerton,  
European Equities Department, Baring Securities Limited,  
Lloyd's Chambers, 1 Portman Street, London E1 8DF.

### SCOTTISH WIDOWS

#### Opportunities in Overseas Investment Management

Scottish Widows' Management Limited, the Investment Management arm of the Scottish Widows' Group manages funds of £2bn, of which almost £2bn is invested in overseas markets. As a result of expansion new positions have been created in the North American and European fund management teams.

We are seeking people with several years investment experience who are now ready to move to a more challenging role. This experience will include investment analysis and/or portfolio management in either North American or European Equity Markets.

Some knowledge of European languages would be an advantage.

Applications with career details to the:

Staff Manager, Scottish Widows' Fund and Life Assurance Society, 15 Dalkeith Road, Edinburgh EH16 5BU



Small Stockbroking Firm on the point of major expansion, requires an

#### Office Manager

A competitive salary will be paid. The appointment would suit a younger man in a larger firm who would welcome the opportunity to accept this degree of responsibility

Write Box A0422  
Financial Times  
10 Cannon Street  
London EC4P 4BY

Miss Frances Pern  
Amstrad plc.  
Brentwood House, 169 King's Road, Brentwood, Essex CM14 4EF  
Telephone: (0277) 228888. Ext. 2324

### These exciting opportunities...

are with a dynamic, pre-eminent market leader in the financial services sector. The company has ambitious development plans and a total commitment to innovative marketing strategies designed to satisfy customer demands well into the 1990's.

The need now is for additional marketing professionals who are capable of making a significant personal contribution to the promotion of existing business as well as the identification and development of new products in the fields of \* Life assurance \* pensions & health \* unit trusts, capital investment & portfolio services.

Probably aged 25-30, and with a degree, you should have proven technical expertise in the financial sector. Keen analytical and communications skills are essential.

Excellent benefits include mortgage subsidy and relocation assistance, where appropriate, to an attractive southern England location.

Please send a detailed c.v. to Ursula Ader, Ader & Associates Ltd., DSB House, 30 High Street, Beckenham BR3 1AY or phone 01-658 5874 for a Personal History form. Interviews will be held in our Central London Offices.

### International Appointments



THE COMMISSION OF THE EUROPEAN COMMUNITIES

is looking for

#### DIRECTOR-GENERAL (male or female)

for its Statistical Office (EUROSTAT), a Directorate-General of the Commission, in Luxembourg.

The Statistical Office is responsible for providing the Commission with statistics relating to Community policies, developing the European statistical system at International level, and disseminating information to national administrations, both sides of industry and the general public.

The person appointed will be of the highest calibre - an economist and/or statistician with experience of modern management and a feeling for international contacts and negotiations at the highest political level.

#### Candidates must:

- be a national of one of the Member States of the Community;
- have a university degree;
- have a thorough knowledge of statistics and economics;
- have experience of directing a large administrative unit;
- have some knowledge of data processing;
- have a thorough knowledge of one Community language and a satisfactory knowledge of a second Community language.

The conditions of employment and salary commensurate with the nature of the post will be notified directly to candidates selected for the recruitment procedure.

#### Applications should be sent to:

Mr Claude LANDES, Structures and Modernisation Division, Commission of the European Communities, rue de la Loi 200, B-1049 Brussels.

The closing date for applications will be 24 April 1987.

It is Commission policy to ensure equal opportunities for women and men in all posts.

### Japanese Senior Dealer/Chief Dealer

Tokyo

Our client is a prestigious European institution which is part of a financial group providing both a banking and securities licence in Tokyo. It has established an international expansion in both commercial and investment banking.

They are now in search of a Japanese national with at least five years of financial banking experience to join their team working in Tokyo as Senior Dealer or potentially Chief Dealer. This successful candidate will have considerable scope within prescribed limits to innovate and trade in foreign exchange, as well as various other financial instruments. The primary emphasis is on someone who can contribute a high degree of profitability to the organisation, in addition to assisting in the development of younger traders.

The successful candidate must be a bright, imaginative Japanese national who has ambitions to create a name for himself in the increasingly competitive and fast paced 'Tokyo market'.

Our client is prepared to offer an unusually attractive compensation package for those seeking a long term career with them. In addition, there will be frequent opportunities for career development training as well as international mobility.

Interested parties please send résumé in confidence to:

St. James's Corporate Consulting  
Box F17/988, St. James's House  
4/7 Red Lion Court, Fleet Street, London EC4A 3EB

### Merchant Banking in Cambridge

Singer & Friedlander Limited is an old-established Accepting House, with a network of provincial branches throughout the United Kingdom. The Cambridge office was established in July 1985 to serve the Eastern Counties, and has grown to the point where it seeks to recruit further professional staff.

#### Banking Executive

The successful candidate will work closely with the London-based Banking Division in developing business in the Eastern Counties, with particular reference to current asset finance and property lending. They will depose for the Assistant Director in charge of the office.

The ideal candidate will be in their late-twenties with three to four years relevant experience. They should live in an area which allows easy travel to London or Cambridge, and will be familiar with the culture and economy of the Eastern Counties.

The position is full-time and carries with it the usual bank benefits of mortgage subsidy, health insurance and contributory pension scheme. Written applications with full cv should be sent to:

Dr K Haarhoff, Assistant Director  
Singer & Friedlander, 9 Portugal Place  
Cambridge CB5 8AF

**Singer & Friedlander.**  
LONDON, LEEDS, BIRMINGHAM, NOTTINGHAM,  
BRISTOL, CAMBRIDGE, GLASGOW, ISLE OF MAN.

### AMSTRAD

#### Forex Controller

Amstrad is a fast growing International Company operating in world markets with an increasing range of products. As the company has expanded, so has the need for more detailed attention to the interaction of trading currencies, exposure and exchange fluctuations. The company now wishes to appoint a Forex Controller, whose responsibility will be to monitor, manage and advise on the Group's currency positions.

Experience in a Treasury Department, and with an instinctive feel for a trading environment of a multi-national company, together with familiarity of the characteristics of the company's key trading currencies, i.e. US\$, JPY, HK\$ etc., is essential, as is an ability to maintain a day-to-day appreciation of the company's exposure position and react to market fluctuations.

The position will be functionally responsible to the Group Finance Director, but the appointee will maintain day-to-day contact with the Chairman, Group Directors and Directors of subsidiary companies.

Candidates will probably be graduates or have equivalent professional qualifications, be within an age bracket of 27 - 35, and have worked in a dynamic international organisation. If you think you have the necessary experience and qualifications and would like to be considered, please phone for an application form.

Miss Frances Pern  
Amstrad plc.  
Brentwood House, 169 King's Road, Brentwood, Essex CM14 4EF  
Telephone: (0277) 228888. Ext. 2324

### Managing Director Finance & Leasing Group

#### SINGAPORE

The Hongkong Bank's two finance and leasing companies in Singapore seek to appoint a joint Managing Director. These companies specialise in—

Middle Market Equipment Leasing/Financing  
House Mortgages  
Car Financing  
and  
Licensed Deposit Taking

The Managing Director will be responsible for the profitable operation of the two companies encompassing planning, marketing, funding and credit.

Suitable candidates will probably be aged 35-45 and a strong preference will be given to those having a degree or professional qualifications. They will have experience in equipment leasing and more recently would have had a general management role. Evidence of administrative and organisational skills as well as a technical understanding of leasing services is a prerequisite. An attractive expatriate package will be offered including free furnished accommodation, motor car and driver, leave passage allowance and assistance with school fees.

Please send full curriculum vitae in first instance to:

Alan Hardy  
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## THE ARTS

Television/Christopher Dunkley

## The Isaacs formula at work at Channel Four

When Jeremy Isaacs laid out the plans for his version of Britain's fourth television channel many years ago, one of his unusual decisions was that nobody should be allowed to remain on the staff for more than 10 years. In his own words "People were not going to be wielding those vast amounts of public patronage for life". Isaacs was recruited as chief executive of Channel 4 in 1980 and, by his own ruling, would be due to leave by the end of 1988. Sure enough he has arranged to go before then to become director of the Royal Opera House, Covent Garden.

His successor is not yet known, though I expect a major effort to appoint a woman to the job. Paul Soper, C4's first Controller of Programmes, has already left to join the Independent Television Companies Association, and in July the chairman, Edmund Dell, will leave and be succeeded by Richard Attenborough. Sir Richard, who is already chairman of Capital Radio, and of NADA, and of the British Film Institute, has been deputy chairman of Channel 4 since 1980. It will be interesting to see whether the Isaacs rule applies equally to him.

Ever the bullish commentator on British entertainment media (understandably enough, perhaps for the man who produced *Gandhi*, which won eight Oscars), Sir Richard has gone on record saying that there is not a television channel in the world to rival C4, except perhaps Channel 13 in the US. Come November, C4 will have been on the air five years and, with the first major changes in its staff beginning to occur, it seems a good time to ask whether Sir Richard's vision, which is fairly widely shared within the British television industry, is a reasonable one.

My own feeling is that Channel 4's record is very mixed. Remembering the Government's original injunctions to be different from the existing channels and to pay



Scene from Nicholas Roeg's film 'Insignificance' on Channel Four tomorrow

special attention to minorities, there have clearly been successes. In the broadest terms C4 has certainly been efficient; anybody watching two or three hours of the channel will surely detect that difference in a number of factors ranging from the scheduling to the flippancy and patronising attitude of the continuity announcers.

From the beginning Isaacs turned the usual rules of scheduling upside down and instead of trying to hang on to viewers went for what he called a "dip in, dip out" policy. Tomorrow night at 8.00 on ITV the serious current affairs programme *This Week* will be "hammed" between *Cover On Laughing* and the popular sitcom *Fawlty Towers*. As a result *This Week* will be up against 1.5 million. But at 8.00 on C4 the popular game show *Treasure Hunt*—presented by that jolly strapping gel Amrica Rice—will be sandwiched between the serious *Channel 4 4*

News plus *Comment* on one side and Nicholas Roeg's art house movie *Insignificance* on the other.

However, since the channel was deliberately designed not to be watched continuously, these factors are irrelevant. The figures suggest that the difference between C4 and the other channels is minute, yet it is true that with series such as *The Tube*, *The Last Resort*, *Saturday Live* (greatly improved) and *The Max Headroom Show* (an awful disappointment) C4 has made more effort than anybody else, to make the more distinctive separate identities. The black sections in the Labour party, though the recent series have been better than the originals. The fact remains that minorities have been served.

It has often been said that C4 also caters for teenagers better than any other channel, and consequently attracts higher audiences of minorities. The figures suggest that the difference between C4 and the other channels is minute, yet it is true that with series such as *The Tube*, *The Last Resort*, *Saturday Live* (greatly improved) and *The Max Headroom Show* (an awful disappointment) C4 has made more effort than anybody else, to make the more distinctive separate identities. The black sections in the Labour party, though the recent series have been better than the originals. The fact remains that minorities have been served.

In terms of audience share Jeremy Isaacs' ambition was to achieve 10 per cent. There have been weeks when that target was reached: five in the history of the channel, and three of those depended upon the cross-scheduling of snooker championships with ITV. The weekly share in 1986 was 7.7 per cent and during the first quarter of this year 8.2 per cent.

But that figure was not achieved by the minority programmes, the archive series, or the committed current affairs. It was achieved by the soap opera *Brookside*, game shows such as *Treasure Hunt* and *Countdown* (which is screened five times a week and packs the Channel 4 "Top 10") and by an extraordinarily high proportion of American programmes.

According to the survey "Television Programming in Europe," published by Horizons Media International, the average American content across all European channels is 14 per cent. On BBC2 it is 5 per cent, on ITV 9 per cent, on BBC1 12 per cent and on Channel 4 a staggering 33 per cent.

What Isaacs has done is to mix some of the most advanced and demanding television programmes while attracting only tiny audiences. With other series filling in the spaces with some of the most cheap and tacky series imaginable: *Bewitched*, *Mother And Son*, *Ask Dr Ruth*.

The point to be made is not that this is a bad thing, only that those who claim that C4 has proved you can win a 10 per cent audience share with serious programmes are wrong. For it is not just the audience, for whom the new technologies begins to be felt, this Isaacs formula may prove to be a crucial method of sustaining serious and demanding programmes.

The most admirable aspect of Channel 4's brief history has been the example offered by Isaac himself. With Mrs Thatcher, the greatest advances in consumer choice and individual responsibility now supporting the campaign to smother broadcasting under a blanket of Victorian values, and with the broadcasters themselves opting increasingly often for self-censorship, Isaacs has reminded one more and more of the Low cartoon of June 1940 showing a British soldier on a rock and entombed with history book chancery not used by Brecht.

The story goes that through the Chicago underworld is passed a rusty related to the battle of Hitler in gaining Hindenburg's support for the Chancellorship; the arson at the Warehouse is immediately referred to the burning of the Reichstag; and the murder of Dollfuss is flashed up as an epilogue to the final cornering of the cauldron. The energy and entertainment value of the play in its own terms is completely frustrated in this production, with the fatal result of a deadening approximation of Capone's Chicago becoming instrumental to a history lesson.

The central performance by Griff Rhys Jones is a good stab at relating Uli to the manic star-Monty Python brand of double-glassed double-takes and windmill spells of carelessness. If he is not exactly the murderous spicule of the Third Reich, he is certainly the hardened first cousin of Basil Fawlty or much of modern British comedy stems from *John Cleese*—the aggressive pet-shop owner who was an expert on the deadness of ex-pats. Having made that leap, David Gilmore's ponderous and old-fashioned production at the Queen's Theatre breaks up the action with history book chancery not used by Brecht.

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## FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY  
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Wednesday April 8 1987

# Faster growth is the key

THE PARIS meeting of finance ministers in February ended with hearty handshakes and bright smiles. At last the leading industrial countries had agreed on the need for currency stability and greater economic co-operation. Two months later, the mood is a little more sombre: the ministers gathered this time in Washington for the IMF interim meeting must be ruefully aware that economic events in 1987 are not unfolding according to plan.

Currency markets were not expected to experience a fresh bout of turbulence within weeks of the Louvre accord; Japan can feel justifiably smug that the yen has appreciated by a further 4% against the dollar. The Third World debt crisis was not supposed to flare up again after a couple of years of relative calm. The US, Europe and Japan were not expected to be introducing some of the most dramatic blocking about trade since the 1930s. Worst of all, Gatt in Geneva and the IMF in Washington were not supposed in the spring of 1987 to be revising down their forecasts for growth in world trade and GNP.

### Unanswerable case

Lacklustre growth in 1987 is the key to understanding the other sources of conflict. If Europe and Japan were growing faster and sucking in more imports from the US, the dollar would today be looking less wobbly. If economic activity were expanding vigorously in the industrialized world, developing countries would be able to find markets for their exports and service their debts more comfortably. If world trade were growing strongly, the threat of trade war would be much reduced: it is easier to divide up an expanding cake than one that is nearly static.

The case for faster world growth thus is, or ought to be, unanswerable. Even if there were no worries about debt, trade or currencies, the extraordinarily high level of unemployment in most OECD countries would justify expansionary policies, especially when inflation is at such a low ebb. The question the finance ministers in Washington need to address is why they have so far been so ineffectual in promoting a more

vigorous world economic expansion.

It is tempting to look for an excuse in technical factors. Thus it might be argued that growth is slow because the leading countries have yet to agree an adequate machinery for co-ordinating their efforts. The IMF has been working on a system of "objective indicators": countries would agree to amend their policies if it looked as though they would fail to achieve mutually agreed targets or guidelines for key variables such as current account balances, growth or inflation. The Fund has also been examining the merits of various proposals for exchange rate target zones. So far, there is little agreement on the status of indicators or zones, or on the publicity that should be attached to them.

### Demand stimulus

A more sophisticated mechanism for fostering economic co-operation would certainly be useful. But it is not an absolute priority. The root cause of slow world growth and currency instability is more prosaic: it is the failure of the surplus countries—principally Japan and West Germany—to provide an adequate stimulus. The US has made some progress in the past decade, but it still deserved credit for leading the world out of recession in the early 1980s. Laden with debt, it obviously cannot pull other countries along; indeed only this week the US announced further restrictions on imports from Third World countries, from Brazil to South Korea.

With the US likely to remain in the shadow of its twin deficits for several years, prospects for faster world growth look bleak unless other leading industrial countries prove willing to take on the mantle of leadership. The main answer countries can well afford to provide is a sizeable demand stimulus: the precise mix between fiscal and monetary relaxation is a second order issue. If Mr Lawson's experience in the UK is any guide, the likely result would be not only faster growth but ex post, surprisingly strong public finances, as higher activity feeds through into tax receipts. A demand stimulus outside the US has now become the least risky policy for the world economy.

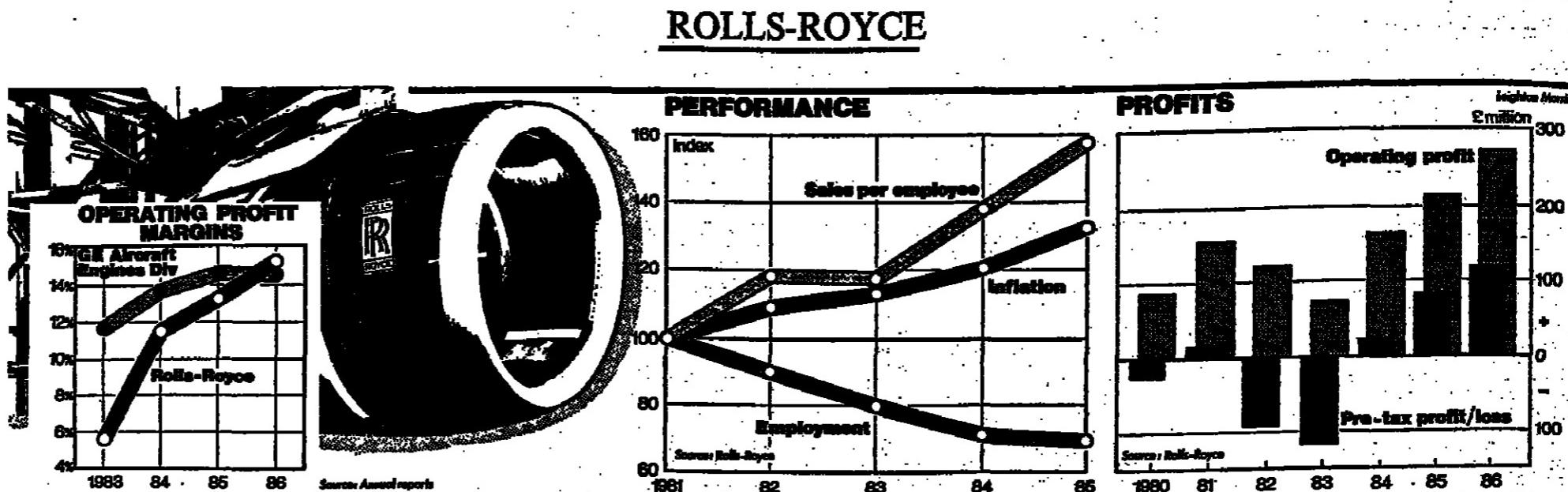
THE GOVERNMENT'S reported proposal to take some of the large council estates away from their present owners, the local authorities, and place them under the control of local development agencies brings together three important strands of Conservative policy. It continues the steady curtailment of the local authorities, advances the strategy of reducing public-sector housing to a minimum, and introduces a "business-friendly" environment to run-down inner-city areas. What is not clear is whether implementing the proposal would improve the management of publicly-owned housing for rent.

Curtailing the power of local authorities has become a common factor in many of the Government's policy initiatives. It is not only a matter of rate-capping, or attempting to control over-local expansion. Central control over education, the major local authority service, is steadily increasing. The removal of the larger polytechnics and colleges from the aegis of the local authorities announced last week is one of a series of similar steps; the attempt to establish privately-financed city technology colleges is another. The trouble with the overall policy of curtailment is that it is purely negative.

### Unfriendly attitude

Mrs Thatcher's Government began to reduce the size of the locally-owned public housing sector in 1979. Expenditure on new council house building was run down almost as rapidly as existing houses were sold off. This policy could be justified on the ground that the council estates of the 1960s and 1970s had become an anachronism. The fact remains that one measure of the strength of local councils, particularly in the urban conurbations, was the extent of its estates.

As to the third strand, there is little doubt that in some of the most blighted city centres the attitude of local Labour councils to both private property and private capital is, to say the least, unfriendly. The London Docklands Development Corporation has been remarkably successful in creating a "business-friendly environment" within its area, thus encourag-



# Flying, but maybe not high enough

By Terry Dodsworth

base for its production, moving progressively to an international scale as much of defence procurement has shifted towards collaborative projects.

But on the civil side, executives from the US would have

through swinging labour cuts of 20,000 during the 1981-83 recession. This was a typical, and with accelerating impact, since the cost-cutting measures of the surgery applied to Britain's industry in the early 1980s was strong in the first Thatcher administration. It was carried out by a Thatcher confident, Lord McFarlane, the tough Scottish executive brought in as chairman after Rolls was lured off from the National Enterprise Board.

The workforce today stands at about 36,000 in the UK

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### Rolls' struggle to recuperate mirrors the surgery inflicted on virtually every part of the UK's manufacturing sector

(62,000 worldwide) against 57,000 in 1980. "I don't think there was real pressure to act on labour costs until the early 1980s," says Sir John Harvey-Jones, Rolls' current chairman.

Rolls believes that following these redundancies, and at current dollar rates (most civil airline business are denominated in dollars), its manufacturing costs have been reduced by more economical methods of engine design. Computer aided simulation techniques, for example, have vastly reduced the physical modifications required during engine development; the company has moved to a modular development technique allowing it to transfer component designs from one engine to another, reducing the number of tools and fixtures needed in any development project.

"This was not done at Rolls 15 years ago," says Mr Phillip Ruffle, director of design and engineering. "At that time we had different companies each pursuing different engines and different strategies. Now we are

third, Rolls is investing in a strategy which aims to cut as much risk as possible from the enterprise, a reflection of the increasing market made by the 1980s in 1981. This involves extensive collaboration with other companies on new product development.

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in the years since then, public funds have provided part of the muscle to help the group stand up to its larger competitors. Rolls has received \$20m in equity injections since 1971, the last \$5m as recently as 1982.

The question for investors

today in the company cope

without the Government to

nurse it along; and, more

importantly, how has it dealt

with the problem of size? The

answer runs something like

First, Rolls has dramatically

reduced its costs, mainly

Second, the group has taken

the already leaked news that Sir John Harvey-Jones, late of ICI, was joining the GPA board as a non-executive director were soon stilled by the quite unexpected announcement that Dr Garret Fitzgerald, Prime Minister until last month, was also joining the board in a similar capacity.

Ryan is fast gaining a reputation for raiding the top echelons of Irish public life: present at the press conference was Sean Donlon, until recently chief of the Foreign Ministry and now a senior executive at GPA. He worked closely with Fitzgerald in the negotiation of the 1985 Anglo-Irish Agreement, but insisted their latest association was pure coincidence.

By joining the board, Fitzgerald is bringing his career full circle. In the 1950s he worked as research and schedules manager for Aer Lingus. His reputation for statistical wizardry was such that when he left in 1958, the rumour spread fast that it took a computer and four staff to replace him.

Dunlon also told the tale of how Fitzgerald managed to work on the size of the Soviet Ambassador's seat at the time: undeterred by studying its timetable, his estimate later proved correct.

### Inside out

Can you picture Ivan Boesky on Top of the Pops?

Maybe not. But a new son-in-law, Insider Tradin' by the JVP—has already acquired a cult following on Wall Street, I hear.

Sung to the tune of The Animals' "It's My Life," the ditty purports to explain the attraction of the eponymous practice ("It pays for Club Med and the big waterbed").

The VP's can certainly claim more insight into the business world than the average pop group: Three of their number are advertising account executives in their spare time, while the fourth, lead guitarist Morris Rabinko, analyses aluminium and steel industry prospects for a US bank.

The reporters' mutterings at being called out so early to hear

may be entering a period of flat revenues.

• New competitors would emerge, particularly the Japanese. Although Rolls does not see this as a threat for the next couple of decades, the challenge is there. The Japanese are positioning themselves to acquire all of the requisite technical skills to become prime competitors, not this century, nor the next, but the one after that," says Mr Tom Wilson, manager of business development in GE's engine group.

• The threat that operating lease financing arrangements backed by the company to persuade the airlines to buy its engines could rebound on it. Under certain conditions, Rolls could be obliged to take the aircraft back on to its own books.

• The cyclical nature of the civil airliner business. The market can be highly unpredictable. The downturn in the early 1980s, for example, was largely unforeseen by the industry, and came unprepared. It is a time when the strength of sterling may also put strains on the company.

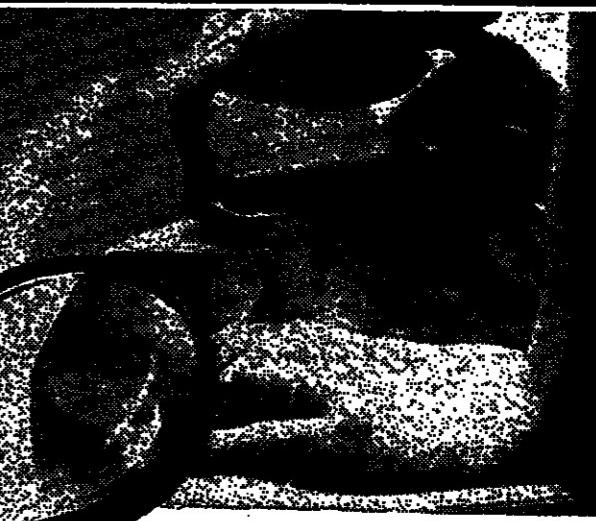
• Finally, Rolls' new size puts it at a potential disadvantage. Some analysts believe the company suffers a scale disadvantage in its manufacturing because it cannot match the Americans' length of production run. On research and development, the company's expenditure is dwarfed by that of the American groups, despite the fact that it receives large sums of public money.

Rolls' R&D spending runs at about \$250m (£400m) a year, around £100m from its own resources. But GE, while spending roughly the same proportion of its turnover on R&D (5 to 6 per cent a year), has a total budget of \$1bn a year after accounting for government funding.

Rolls today is undoubtedly in a better position than it was, and has won support for its industrial strategy aimed at neutralising its size problems by flexibility of foot and widespread collaboration.

It could be argued that the company owes all of this to its rescue by the public sector; on the other hand, it is equally true that the most crucial managerial changes occurred after the election of the first Thatcher Government and the tough new policies that brought to industrial reorganisation.

Privatisation, Rolls contends, will take the new approach a step further, giving it greater flexibility and freeing it from bureaucratic controls.



## The Case of the Tailor's Hands

from an unpublished adventure of Mr. Sherlock Holmes

"But Holmes, how on earth did you deduce that our mysterious visitor acquired his wardrobe ready-to-wear - and from Chester Barrie?"

"Come now, Watson. The man had not been in London long enough to get made-to-measure garments, yet everything about him said, 'Savile Row. Surely

you observed the hand-made button holes and the natural horn buttons? The precision of the stitching indicated skilled hands - using pure silk thread, I fancy. And there was the unmistakable effect of hand-pressing with the heavy gas-iron."

"So Chester Barrie showed their hand?"

"Excellent, Watson. Like me, they have their methods".

**Chester Barrie**

SAVILE ROW LONDON

32 Savile Row London

### Giscard wins place and prestige

Former President Giscard d'Estrées returns to the political limelight with his election yesterday as the new head of the prestigious foreign affairs commission of the French National Assembly.

Giscard is no longer considered to be in the running for the Presidential elections next year, has come up with the idea of creating a new presidency of Europe for which, in his opinion, he would be the ideal candidate.

His election to the top of the foreign affairs commission during yesterday's opening of the spring session of the French parliament was a much more civilised affair than the election of his predecessor to this important post.

Although the two traditional parties of the French right—the UDF coalition and the neo-Gaullist RPR party of Prime Minister Jacques Chirac—won a slim majority in the legislative elections last year, they failed to agree on a candidate for the foreign affairs commission. They ended up by allowing the Socialist candidate, Roland Dumas, the former foreign minister, to be elected.

This time the right-wing parties decided to live together as well as Chirac and Mitterrand have collaborated for the past 12 months. Well before parliament reconvened yesterday, they got their act together and settled on Giscard for the post.

### Open court

Trade unions are fond of saying they are sick and tired of being lectured about their lack of democracy by Lord Young, an unelected employment secretary, and Kenneth Clarke, an employment minister who is, they quip, a member of the barristers' closed shop.

The two ministers rarely rise to the bait. At an Industrial Society conference yesterday, however, Clarke was stung into making a stout defence of the openness of the Bar.

As to the third strand, there

you have got to belong to a trade union or professional organisation before you have a job," he said. "I do not have to belong to the Bar Council to practise at the Bar. It is not actually a closed shop."

Well, is he right? After some thought the Bar said later yesterday that while Clarke could not practise unless he had qualified and been called to it, there was, as such, no further condition attached to the job.

On the other hand, the Bar pointed out that there was the question of subscription to pay for the secretarial staff. Although there was still an obligation to pay it, an official said, "I think they would get pretty short shrift from their colleagues if they didn't."

This time the right-wing parties decided to live together as well as Chirac and Mitterrand have collaborated for the past 12 months. Well before parliament reconvened yesterday, they got their act together and settled on Giscard for the post.

Koreans preparing to play host to next year's Olympic Games are working hard to come to terms with some of the language they are likely to hear from (over) exuberant sports commentators.

In addition to the multiple language training being given to staff at the Seoul Olympic organising committee, a special course on Olympic English is being played daily through the public address system at the 14-floor Olympic Centre.

The course, compiled by Grant Eustace and Keith Alexander, features replays of BBC sports commentaries with accompanying renderings in Korean to explain such odd phrases as "Coe is sitting on Walker's shoulder," or "the stagger unwinds and it's still Wells."

It is intended to help Korean Olympic staff who will be dealing directly with sports re-

porters, athletes and officials. One student confessed that he still found it all "rather strange and confusing."

But the organisers are recruiting a team of 5,000 additional volunteer interpreters, 3,000 of them in English. That should ensure international understanding survives even the efforts of David Coleman and Ron Pickering.

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It is intended to help Korean Olympic staff who will be dealing directly with sports re-

The reporters' mutterings at being called out so early to hear

Observer

## Texaco's battle with Pennzoil

# Legal blunders that could kill

By William Hall in New York

SOON AFTER Texaco, the third biggest US oil company, heard on Monday that the Supreme Court had overturned its main defence against having to post a crippling \$12bn (£7.4bn) bond to fight the biggest civil damages award in US history, it hurriedly called a press conference in New York.

With the price of its shares and bonds plummeting on Wall Street, one of the world's best-known oil companies was anxious to re-assure its increasingly nervous customers, suppliers and investors that it was not about to go out of business.

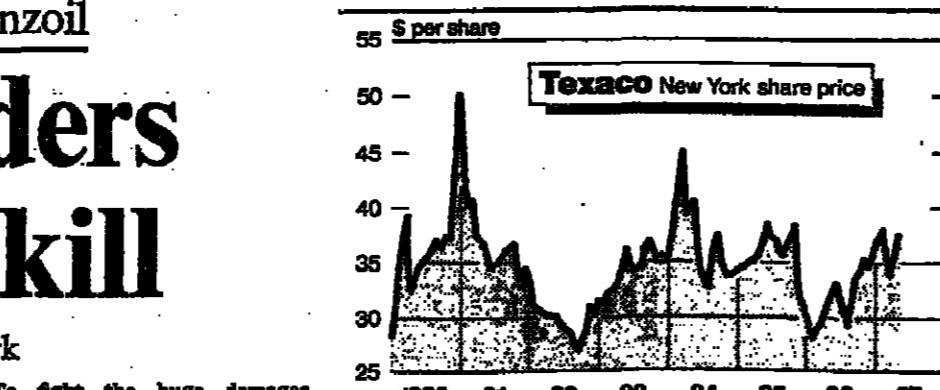
A few hours later the site of the press conference was hastily changed to a hotel close to Texaco's White Plains headquarters, 30 miles outside New York, and attendees learned were invited to hold a telephone conference with Mr Al DeCrane, Texaco's new chairman.

The telephone link-up failed and those journalists who were able to go to White Plains in time for the press conference were confronted with a relatively taciturn Mr DeCrane, who hurried out of the meeting before reporters had time to finish questioning him about the implications of the Supreme Court's decision.

The mix-up over the press conference is symptomatic of the confusion and uncertainty which has surrounded Texaco's increasingly desperate battle for survival over the last three years. When Pennzoil, a medium-size Texas oil company, sued Texaco in 1984 for interfering with its planned takeover of Getty Oil, few people outside Texas took the case seriously. Even today the thought that Texaco, one of the so-called seven sisters—the seven oil companies which own or dominate the international oil business—might be brought to its knees by this legal battle seems inconceivable.

However, the Supreme Court decision, which has the effect of returning Texaco back in the memory of the Texas courts which have shown little sympathy to date for its plight, is a severe setback.

Ever since November 1985 when a Texas court awarded Pennzoil \$10.53bn damages after finding that Texaco had "knowingly and intentionally inter-



**The Supreme Court's decision means that Texaco's strategy has been destroyed**



The rival chief executives: Hugh Liedtke of Pennzoil and (right) James Kumar of Texaco.

fered" with Pennzoil's bid for control of Getty Oil, Texaco has been fighting its legal battle on two fronts.

At state level it has been working to overturn a judgment which the company describes as "contrary to law, and contrary to traditional and legal principles governing business activity."

It has found any number of expert witnesses to show that the Texas judgment is inconsis-

tent with federal law and the state laws of New York and Delaware; the two most important states in terms of business law in the US.

In February the Court of Appeals for the First Supreme Judicial District of Texas knocked \$2bn off the damages award against Texaco—but otherwise left intact the judgment against it.

The company attacked the decision as an "outrageous judgment totally at odds with both the law and the facts"

and said that the decision "sends a chilling warning that businesses and others can no longer depend on the constitutional safeguard that the courts of one state must faithfully apply the laws of another."

Under Texas law, Texaco can only appeal against the award by posting a bond for the full amount of damages plus interest and costs, and Texaco has warned on several occasions that this would force it into bankruptcy. Even after the \$2bn reduction agreed in February, the award has been accumulating interest at the rate of 10 per cent a year, requiring the posting of an appeal bond of around \$12bn.

A bond of this size would tie up more than a third of Texaco's assets and would overshadow its shrunken stock market capitalisation of \$9bn.

Mr James Kumar, Texaco's new chief executive, has tried to play down the scale of the setback and has emphasised that Pennzoil's agreement not to move against Texaco's assets as long as the company did not have a case if it put up its own estimate of the damages.

They believe Texaco could have prevented the case slipping out of the relatively sympathetic Delaware court system and into the more hostile Texas environment where the company believes it has never had a fair hearing.

They also argue that Texaco made a legal mistake in allowing the complicated case to be tried in front of a jury and not challenging the size of the damages sought by Pennzoil.

Texaco felt it would undermine

its argument that Pennzoil did not have a case if it put up its own estimate of the damages.

Full wage indexing was at the heart of the accord which

## Letters to the Editor

### Development in the City

From the Hon. Public Relations Officer of the City Heritage Society

Sir.—The City Heritage Society is growing increasingly concerned over some of the many proposals now being made for office development in the City of London.

In our view, there exists a real danger that the City may become a huge, cold, building, created to provide dealing room space which may well turn out not to be needed—or be too expensive against relatively cheaper facilities available in nearby sites.

Current developments threaten to ignore the interests of the people who work and/or live in the City. Many retailers have already had to move out; more and still more will have to do so if some of the current development proposals are accepted.

Residents in the Barbican are becoming increasingly anxious over the loss of environmental facilities that proposed new developments will threaten.

It is our view that new buildings must balance the needs of changing times with the preservation of those buildings which are worth preserving and with the basic needs of the people who live and work here.

We hope that those of your readers who share our concern that we do not stand on the heritage transformed into a sterile, impersonal and barren concrete wilderness, will voice that concern before it is too late.

Charles Croft  
City Heritage Society,  
151 Thomas More House,  
London, EC2

### The future of higher education

From Gopalakrishna Kumar.

Sir.—Your Leader (The realities of education, April 2) presents a somewhat low-key critique of the Government's new funding proposals for higher education and research.

One risk of "open and performance" and efficiency in the area of basic research is rather more than "perhaps a touch overdone"; it is crude and simple-minded.

It is crude essentially for the reason you allude to when you write: "Academic excellence does in the end depend upon the freedom of inquiring minds to follow wherever learning may take them. But it is simple-minded as well, and

even from within the narrow cost-benefit perspective that seems to dominate current thinking, this is because basic research, which ultimately lends itself most easily to commercial exploitation, is often initially risky and open-ended research.

There are enough examples from the recent history of R & D activity to bear this out—and a similar point was made in a recent article you featured on the research strategy of Bell Laboratories in the US.

Funding research on the cash-limits principle, as now seems to be advocated, will simply discourage risk and reduce the upper bound

### Needs of the majority

From the Director of Lanchester Polytechnic.

Sir.—Once again a British Government has published a policy statement on higher education that is preoccupied with the provision of opportunities for degree study by a minority of predominantly middle-class 18-year-olds. By implication the educational needs of the majority of adults are relegated to insignificance.

Planning and managerial failures are to be remedied by the solution that only a short time ago was anathema to the present government—the creation of two quangos.

When post school education is in dire need of innovation and experiment there is to be detailed prescription from the centre. The procedures are to be created that could readily realise Walter Mirsky's ambitions of ministerial such as that of Sir Keith Joseph to abolish social science at a stroke.

Innovation in higher education this century has mainly come from local authorities' institutions. Yet, again, local institutions are to be taken from local control and will lose their local character and function.

The current determination of this country not even to contemplate mass post school education is postponing until the next century any prospect of the social and economic renewal that is desperately needed.

The idea that recovery can be based on a mass of uneducated, meagrely trained people led by an élite is archaic nonsense, but it forms the basis of the educational policies now pursued by all our major political parties.

Eric E. Robinson.

Lancashire Polytechnic, Preston.

### Design work on Dungeness B

From Mr S. Ghosh.

Sir.—Mr T. Schoeters, in his letter (March 20) says that the United Power Co was "the only group that had done any homework on the design" of the Dungeness B station (AGR). This is an astonishing statement to make now when events as they unravel during the very long construction of that station showed that the company did not have a properly engineered design at all. At the time, I was the Nuclear Power Group and we had certainly submitted a carefully designed AGR offer to comply with the CERB's specification as well as one for a BWR as mentioned by Mr Schoeters.

CERB did not keep "very close control" over it. It is ironic that some years later the CERB had to take over the control of Dungeness B, which would hardly have been necessary if proper "homework" had been done on the design in the first place. It is now well known that while they were struggling with the numerous problems of that station, TNPC completed and commissioned the Hinkley B and its sister station at Hunterston in Scotland, in 1976. They are performing very well, achieving annual load factors of around 90 per cent.

Eric E. Robinson.

Lancashire Polytechnic, Preston.

Mr Schoeters is somewhat confused about the events that followed. When we discovered that the CERB was prepared to accept a stretched design, we offered to put forward a revised tender. The Dungeness B contract had been placed, so we successfully negotiated a contract. As in all our power station contracts, the design was ours. The

Financial Times Wednesday April 8 1987

## Britain's trade unions

# A lesson from Australia

By Robin Archer

CONVENTIONAL wisdom has it that British unions face inevitable decline. But recent Australian experience suggests there may be an alternative. The Australian unions have just rejected a return to traditional British-style unionism and decided to continue with their Swedish-inspired experiment.

A recent national conference of the Australian Council of Trade Unions (ACTU) voted to maintain the experiment which has its origins in the four-year-old prices and incomes "accord" between the Labor Party and the ACTU. The new approach has

been the central plank of Labor's economic strategy. Designed to reduce unemployment and inflation simultaneously, the accord worked well for over two years. More than 500,000 jobs were created (the equivalent of 2m in a country the size of Britain) and inflation was halved to 5 per cent.

But throughout 1986 a growing

balance of payments crisis

took centre stage and the Labor government decided to abandon its commitment to full wage indexation. Faced with government insistence on a real wage cut, the ACTU opted for a new

"two-tier" system.

Under the first tier all

workers will receive a centrally

awarded flat increase of £10 per week. This tier will ensure that the unions paid maintain slightly improve their position.

The second tier will be the preserve of the strong

Heresian unions which can use its bargaining power to achieve collective gains for all workers by intervening in national economic and social planning.

This is what the Australians admire about their Swedish comrades.

The LO (Sweden's TUC) has a social bargaining capacity which can use its bargaining power to achieve collective gains for all workers by intervening in national economic and social planning.

First, it involves a vision of a strong, united union movement.

A union movement which can use its bargaining power to achieve collective gains for all workers by intervening in national economic and social planning.

Second, it seeks to redistribute the power of organised labour.

A centralised union movement is fostered in order to harness union power for the benefit of all workers rather than for the sectional interests of those with the most industrial muscle.

Wages policy has been the most important example of the new approach. Since Labor came to power in 1983 the unions have traded off wage restraint for a range of class-wide collective gains, including universal health insurance, tripartite industry plans, tax reform, and comprehensive superannuation coverage.

At the same time a centralised system of full cost of living wage indexation enabled the power of organised labour to be distributed for the benefit of all workers. Indexation prohibited strategically well-placed workers such as oil refinery operators from making "wage demands" which were also at issue here. Here is another example of what you yourself in another context fashionably called "short-termism".

Gopalakrishna Kumar,

210 Woodstock Road,

Oxford.

It is thus possible to call into question the Government's approach on its own narrow economic criteria, forgetting for the moment the wider principles of unfettered scholarship and intellectual freedom that are also at issue here.

Here is another example of what you yourself in another context fashionably called "short-termism".

It is also guaranteed that weaker sections of the workforce like migrant women in the textile industry were at least able to maintain their standard of living.

Under pressures like these in

1977 Britain's TUC Congress chose to set aside its Social Contract with the Labour Govern-

ment and return to the familiar terrain of free collective bargaining. The two-tier system is an attempt to accommodate these pressures without collapsing into sectionalism.

The ACTU is adamant that the new Australian experiment with a more ambitious form of unionism should not be allowed to follow its British counterpart to an early grave.

"You can always have a wage system where you give the strongest their head," says Mr Kelly.

"That's the easiest wages system. That has the least pressure on the union official."

But it has the greatest pressure on the union movement.

Because there is no union movement. Because there is no commitment to achievement as a movement."

The Australian unions offer the system which is at least partly centralised, which is seen as a precondition for maintaining the ACTU's class-wide bargaining capacity.

Through the first tier strike funds redistribute some of the power produced by the position of the low paid.

And even under the second tier the guidelines produce improvements in the position of nurses and others whose work has historically been undervalued.

In Britain it has always been too easy to dismiss those advocating a Swedish-style unionism on the grounds that "British traditions are different". The new Australian unionism suggests this need not be a barrier at all, no country had a labour movement closer to the British model than Australia.

Of course, the country's experience cannot be simply grafted on to another. But one thing is certain. British unionism is urgently in need of new ideas and a new approach.

Last year the ACTU sent a mission of senior unionists to study the most successful strategies of their European comrades.

The detailed report they brought back devoted but one paragraph to Britain.

There is much you can say about the British trade union movement," says Bill Kelly.

"It's bargaining capacity as a social bargainer is virtually non-existent. You don't need more than a paragraph."

The author is researching economic democracy at Bristol College, Oxford.

## "Which computer company keeps British industry flying high?"



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Wednesday April 8 1987

## Mitsubishi to rescue Malaysian car project

BY WONG SULONG IN KUALA LUMPUR

MITSUBISHI of Japan has agreed to a rescue plan to save Malaysia's national car project, which is running into serious financial losses.

Mitsubishi, which has a minority stake in the project, has offered to market the Malaysian car, the Proton Saga overseas, use Mitsubishi's international network if possible, increase the utilisation of plant's capacity, and refinance the project's substantial debts.

The Malaysian project, built at a cost of 500m ringgit (\$325m), has run into trouble because of the sharp contraction of the domestic market and the strong appreciation of the yen, which has risen by 50 per cent in the past two years, against the ringgit.

The Proton Saga car is a pet pro-

ject of Dr Mahathir Mohamad, the Prime Minister. It is now one of the major issues being used against him by his challenger, Tengku Razaleigh Hamzah, the trade and industry minister, in the elections of the ruling United Malays National Organisation on April 24.

Perusahaan Otomobil Malaysia (Proton), manufacturer of the car, reported a \$2.5m ringgit loss for its first year of operations which ended in March 1986.

Proton is 70 per cent owned by Hicom, the Government heavy industries Corporation, and 30 per cent by the Mitsubishi Corporation and Mitsubishi Motor Corporation (MMC).

The plant, outside Kuala Lumpur, has capacity of 80,000 units a year,

but is producing only 20,000 because the local market has shrunk from 110,000 units in 1984 to 47,000 last year as a result of recession. A further contraction, probably to 30,000 units, is expected this year.

Tan Sri Jamil Jan, Proton chairman, said the rescue plan was agreed in principle following a visit to Malaysia last week by a senior Mitsubishi team led by Mr M. Ueda, MMC's managing director.

Tan Sri Jamil said the Japanese partners had agreed to give "their fullest co-operation" to Proton's plan to export the Saga - there are 1300 and 1500 cc models - to the Malaysian plant. Sixty per cent of the Saga's components come from Japan.

To improve use of the Proton plant's capacity, the Mitsubishi group would transfer manufacture of some body components from Japan to Malaysia for re-export to other facilities such as Thailand.

Small numbers of the car have

been exported to New Zealand, Brunei, Bangladesh and Papua New Guinea.

Bricklin Industries has been appointed the US distributor of the Saga, which is expected to be sold in the USA next year at an estimated price of US\$3,000, compared with US\$7,000 paid by Malaysians.

To improve use of the Proton plant's capacity, the Mitsubishi group would transfer manufacture of some body components from Japan to Malaysia for re-export to other facilities such as Thailand.

Tan Sri Jamil said Proton was also at an advanced stage of negotiations with Volvo for the supply of body parts to the Swedish group's Malaysian kit assembly plant, which provides 200 series and 700 series cars at the rate of a few hundred a year.

The Mitsubishi rescue plan also involves speeding up the local content of the Saga, especially those parts that require expensive dies and tooling, by transferring the existing dies and tooling from Japan to the Malaysian plant. Sixty per cent of the Saga's components come from Japan.

A major burden for Proton is debt servicing - at December 1986 it had 487m ringgit in loans, all denominated in yen. Mitsubishi has agreed to help Proton to reduce this burden by refinancing the yen loans from cheaper sources, with longer repayment periods.

ler than emerged from the Paris meeting. The triumph there was the simple acknowledgement that certain parities were about right and should be held fairly steady. That was enough to stop the dollar slide for a bit. But lately currency dealers have been getting distinctly restless as the dollar has again proved easier to push down than they would like. While the markets were quiet yesterday ahead of the summit, a bland communiqué afterwards would be the signal to sell the dollar again, this time for the D-Mark rather than the yen which has borne the brunt so far.

No doubt the participants want to get away with saying as little as possible on currencies keeping the Paris agreement going for a while longer, and concentrating on trade. Yesterday's positioning remarks, aside from Italy's delicate return to the fold, tied no-one's hands. And Federal Reserve chairman Paul Volcker's Congressional evidence could be called in support of virtually any side of the argument. At least he recognises - as everyone outside the US already knows - that simply letting the dollar collapse will not sort out the US trade deficit. As for the budget deficit, reduction may be an admirable aim but there has been precious little evidence of achievement yet.

### Courage

Welcome to the tertiary market in companies. Lord Hanson is the embattled owner of the now well-established secondary market in picas, and the sale of Courage, now under new ownership, could well decide to help the stranded traders out of their predicament.

With June Brent trading below \$18, the market is saying that Opec is still on probation. But the Organisation does not appear to be discounting its crude oil sales below official prices. That is more important than any speculation that Opec production is creeping up again.

### Currencies

Paris, Washington, Venice - a finance minister's lot would be a happy one but for the company he is forced to keep. As the representatives of the leading industrial nations start the latest round of talks in the second of those cities, the foreign exchange markets are looking for a rather stronger line on the do-

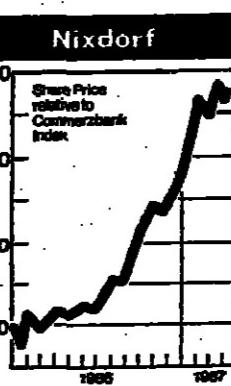
wning.

The proposed flotation is no more than a novel sale and leaseback, with the intention of reducing the debt associated with Courage, while still preserving the tie by retaining a substantial stake in the demerged vehicle.

It remains to be seen how attractive the market will find a property company with a complete exposure to a single form of retailing. But at least the British Government has blazed the trail of arousing private investor enthusiasm for seemingly stodgy equities.

### THE LEX COLUMN

## Adding it up at Nixdorf



The funding of Nixdorf's remarkable growth has left the more cynical Anglo-Saxons observers complaining of excess on both sides of the balance sheet divide. When Nixdorf went public in 1984 it was regarded as a typical debt-laden German company with recent memories of 200 per cent gearing; then when it began issuing shares they mattered about flooding the market. Now it will be increasingly difficult to have it both ways.

The paper issues may not be a once-and-for-all adjustment, but with shareholders funds speaking for a modest un-German 60 per cent of the balance sheet and zero gearing expected by the end of 1987, there should be no need for an early repetition of even the mild earnings dilution of 1986; particularly as most of the beneficial effect of last October's one-for-six will not be felt until this year. Thanks to Nixdorf's apparently impregnable customer relationships, skillful tax management, and avoidance of serious currency effects, growth looks assured - at least over the medium-term - with the slight dip in the value of orders-in-hand at the end of 1986 explained by a price adjustment clause.

The prospects of Nixdorf sustaining its high levels of investment with internal funds alone is also now boosted by a slowdown in the growth of working capital relative sales, although the repetition of that promise of doubled sales within five years is only a forward projection of the sustained 15 per cent compound growth of recent years.

French anxieties over border security, the costs of providing health care for foreign residents without medical insurance and the consequences of opening up public service professions to competition from other EEC nationals were among the main blocks to the proposals, which also met nationally-based objections from Britain, Greece and Denmark.

He clearly shares Mr de la Madrid's vision of structural reform. "The Government and private sector have a clear and defined conception that the future depends on export-led growth," he insists.

Neither the Government nor the PRI, however, have made more than cursory attempts to mobilise a consensus behind reforms such as privatisation and substantial import liberalisation.

This has led some analysts to consider Mr Petriccioli as an outside candidate for President in 1988.

More obvious candidates like Mr Salinas may have shot their bolt by late September when Mr de la Madrid announces the choice, which is his alone. Mr Petriccioli, the loyal negotiator, might look the best guarantee of reforms which might otherwise be swept away.

## Deadlock on EEC internal market

By WILLIAM DAVIDSON  
In Luxembourg

A STORMY meeting of EEC internal market ministers yesterday broke down with no agreement on three key proposals to allow Europeans to work, travel and live more freely in different member states.

Sacked by President Luis Echeverria for allegedly exceeding his brief and announcing fiscal reforms, he was restored to his office in the 1970s as head of the National Security Commission, where he presided over the early expansion of Mexico's capital markets. In 1982 he was given charge of the banking system after Mr Lopez Portillo nationalised it, and then Nafinsa, the state development bank.

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David Gardner looks at the achievements of an unsung finance minister

## Mexico's architect of recovery

WHEN Mexican cartoonists caricature Mr Gustavo Petriccioli, the country's Finance Minister, they may differ on whether to exaggerate his lack of inches, magnify his protruding, Italianate nose or comfortably lean face, or perhaps hide him behind the haze produced by his chain-smoking.

But now that he has signed Mexico's new \$7.7bn commercial bank syndication, the biggest ever, none would omit his fountain pen, enshrined as his defining attribute. If Mexico were Wales, he would be known as "Petriccioli the Pen."

The new money deal sets the seal on a pioneering, growth-oriented package worth up to \$15bn in fresh finance this year and next, and which reschedules over half Mexico's existing foreign debt of \$10bn.

The terms are the best available. Mexico will pay a spread of 13/16ths of a percentage point over Eurodollars on both old and new money. Maturities have been lengthened to 20 years with seven years grace, unthinkable only a year ago.

Contingency finance is built into the package, \$2.4bn of which is there to draw on if minimum growth targets are slow in materialising or the price of oil - Mexico's main export - collapses again. It was the loss of \$3.5bn in oil revenue last year that led to this, Mexico's third rescheduling since 1982.

Nearly five years after the debt crisis began, with international bankers and Latin American debtors now visibly fatigued at the ad hoc, case-by-case rescheduling the maturing, the Mexican deal is such a signal achievement that many involved in arranging it foresee it being the last of its kind.



Mexican Finance Minister Gustavo Petriccioli

Yet inside Mexico it has been received with, at best, indifference by a people ground down by five years of failing living standards. Mr Petriccioli has no glow of popular approval to bask in. Even the pro-government daily Excelsior, Mexico's leading newspaper and the one with the bluntest cartoonists, pictures him as a pinhead carrying the famous piano attached to a hangman's noose round his neck.

A politicised minority was brought about as much as anything by rival ministers with presidential ambitions, President de la Madrid's unwillingness to risk a blow with Mexico's creditors left his Finance Minister exposed. The wunderkind Mr Petriccioli, long regarded as a shrewd negotiator, got the President the next best deal.

Yet even Mr Petriccioli cannot rest with Brazil and Peru well. In answer to a direct question on the Brazilian moratorium, he says: "We hope (the conditions) of the Mexican debt package can be bettered by other countries."

Mexican ministers and officials argue that there is little to envy about either country, since both have practically run out of foreign exchange. Yet they are far from

Mr Petriccioli, aged 58, brought a

Elders IXL to spin off British pubs chain for up to £1 bn

BY LISA WOOD AND TERRY POVEY IN LONDON

ELDERS IXL, the Australian brewing, financial services and pastoral group, is planning to spin off its chain of 5,000 Courage public houses, which may be worth up to £1bn (£1.6bn). Courage, Britain's sixth largest brewer, has until now mainly maintained a debt service ceiling of 10 per cent of exports.

The scheme, one of the biggest share sales outside the UK Government's privatisation programme, would be to dispose of the public houses through a public flotation in which Elders could retain a stake of about a third.

Such a move would be a radical break with tradition in the British brewing industry, where the majority of brewers still own most of their beer through their own public houses, called the tied estate.

An investigation into this arrangement is currently being made by the UK Monopolies and Mergers Commission. However, Mr Kelso, Elders executive director of strategy, said the move had nothing to do with the tie or any possibility that it would continue to sell Courage beers, which include John Smiths and Hofmeister, in the 5,000 public houses, should the flotation be successful.

Mr Kelso has insisted that there must be a political solution to the country's debt problems, with an additional \$20bn in new loans over the next five years to allow it to meet a target economic growth rate of 7 per cent per year.

Elders has not said what it would do with the cash raised by the flotation or whether it would be used to pay off debt or make other investments, including takeovers.

The earliest date for the flotation would be June but Elders said there was no urgency. In February the group made a A\$875m (£522m) rights issue. In addition it holds a stake of about 20 per cent in Broken Hill Proprietary, Australia's largest company, a stake it could sell at a profit.

In the year to October 1986 Courage made a pre-tax profit of £122m. This was broken down by Hoare Govett, who are the proposed brokers to the new issue, as wholesale brewing £82m, managed houses £20m, wines, spirits and off-licences £14.5m and property disposal £14.5m.

Profits for 1986/87 have been forecast by analysts at up £137m.

Elders is an aggressive strategy to develop its Foster's lager brand to be sold worldwide. It recently paid £332m (\$300m) for a controlling interest in Carling O'Keefe, the Canadian brewer, as part of this strategy.

See Lex

Elders said yesterday that no final decision had yet been taken on whether to proceed and details were still being worked out. Institutions had not yet been approached. Elders also appeared confident as to how it would continue to sell Courage beers, which include John Smiths and Hofmeister, in the 5,000 public houses, should the flotation be successful.

The women tried to comfort us when we cried and promised the siege would be over soon," Omar recalled.

Women, some weeping with joy, others trembling with expectation, pleaded with fighters to find relatives inside.

A little girl, Roulla Ahmed Mustafa, 8, stared in shock as a Lebanese sixth brigade soldier led her into a

group of women. Roulla said both her parents were killed by a shell during the Israeli invasion of 1982 and she was now living with her grandparents who were too ill and old to walk out of Chatila.

A sixth brigade soldier said he had been fighting for four months and wanted the Palestinians to leave now. "We are bored with the Palestinians. We don't want them here," he said. Within seconds Syrians walked into the camp as Amal fighters whistled and cheered.

An old shivering woman, Fatima Ibrahim, collapsing with weakness, tried to push her way through the soldiers. She was hard of hearing and had not realised that the siege was over. "I just want to go buy two candles," she pleaded.

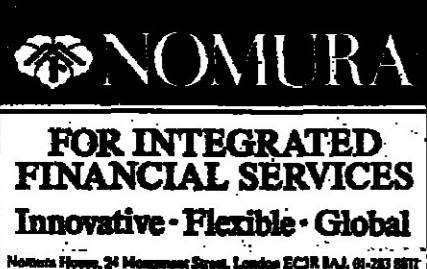
### World Weather

Location	Temp °C	Wind mph	Wind direction
Austria	13	18	SW 64
Australia	25	72	SE 60
Bahrain	25	72	SW 65
Bangladesh	25	78	SW 65
Barbados	25	85	SW 65
Bulgaria	25	85	SW 65
Burkina Faso	25	85	SW 65
Burma	25	85	SW 65
Burundi	15	85	SW 65
Cambodia	25	85	SW 65
Cameroon	25	85	SW 65
Canada	15	85	SW 65
Central African Republic	25	85	SW 65
Chad	25	85	SW 65
China	25	85	SW 65
Colombia	25	85	SW 65

## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Wednesday April 8 1987



## Nixdorf predicts further growth as earnings jump

BY ANDREW FISHER IN FRANKFURT

**NIXDORF COMPUTER** expects further rapid growth this year after raising net income by 29 per cent in 1986 to DM 222m (\$121m). Mr Klaus Luft, chairman of the West German company, said yesterday.

He forecast another double-digit percentage growth rate in profits for 1987 and said turnover - up by 15 per cent to DM 4.5bn last year - should double in the next four to five years.

Mr Luft, who succeeded as chairman on the death of Mr Heinz Nixdorf, the founder, a year ago, said the company had invested heavily last year and also grown faster than the industry average.

At the end of 1986, Nixdorf's orders-in-hand were 13 per cent higher than the year before at DM 4.43bn. However, the sharp rise in the D-mark, especially against the dollar, had down sales and order growth in German currency terms. But for this, sales would have jumped by 21 per cent.

Nixdorf, which provides computer systems and software to the re-

## Olivetti profits up 9% after acquisition

By Alan Friedman in Milan

dorf hoped for more large retail store orders in the US, after winning a \$100m contract last summer to install computers in stores owned by Montgomery Ward.

The company has just won a DM 300m order for terminals from the Federal Labour Office in Nuremberg - its biggest contract. It has also obtained an order from Volkswagen for factory automation systems. It did not give the size, but Mr Luft said it could eventually run into "several hundred millions" (of D-marks).

Just over half of Nixdorf's business last year was in Germany, where sales rose by 22 per cent. Foreign turnover was 8 per cent higher in D-mark terms. Lately, the company has been moving more into telecommunications, now its fastest growth area.

Mr Luft said Nixdorf had no plans to raise further share capital this year but would ask shareholders' approval for increases in authorised capital to cover later share and bond issues.

## CBS to pay \$4m to deposed chairman

BY JAMES BUCHAN IN NEW YORK

**FIRST BOSTON** angry at BP criticism

By William Hall in New York

INVESTMENT bank has reacted angrily to allegations that its conclusions on the "inadequacy" of the BP offer for Standard Oil are "ill-founded and incorrect".

The bank is advising the independent directors of Standard Oil on BP's \$70-a-share cash tender offer for the minority of the shares it does not own.

The US bank, which has advised several of the major players in recent takeover battles in the US oil industry, noted in a brief statement that the comments of BP and Goldman Sachs, its adviser, were "premature and clearly designed to condition the market".

It said that its report was made after "exhaustive work by a 25-man team, including hundreds of pages of analysis submitted to the special committee of Standard Oil".

BP and Goldman Sachs said earlier this week that First Boston's conclusion that Standard Oil was worth "at least \$85 per share" was incorrect. BP stated that it and Goldman Sachs believe that significant areas of First Boston's analysis are "seriously flawed and based in key respects on unrealistic assumptions".

The BP team, for example, says that First Boston's oil price scenario "bear little relationship to either current oil prices or, when combined with First Boston's assumed discount rates, those prices currently projected for the future by purchasers of large oil and gas properties".

First Boston says that it had checked its factual assumptions with Standard Oil management and the BP team comments "contained errors as to our assumptions and failed to address the major points of our analysis".

The key point is that our report was based on Standard Oil data and discussions with management which were not available to BP's advisers."

First Boston concluded that "they have hardly had time to review our report and still don't have the data to correct theirs".

Standard Oil shares, which have been trading at a premium since BP announced its bid on April 1, rose by 5% to \$71½ on early trading yesterday.

## Lower gold prices hit GFSA revenues

BY JIM JONES IN JOHANNESBURG

LOWER rand-denominated gold prices in the latest quarter to March reduced overall revenues and profits at the seven gold mines managed by Gold Fields of South Africa (GFSA), even though most increased their recovery grades.

GFSA is normally the first of the South African mining houses to report quarterly mine results, which are taken as indicators of industry performance.

The group milled 3.74m tonnes of ore at an average recovery grade of 3.3 grams per tonne (g/t) in the March quarter, against 3.75m tonnes grading 3.1 g/t in the December quarter of last year. Although gold production increased to 30,885 kg from 30,600 kg, gold sales revenue fell to R346.1m (\$41.6m) from R307.4m and the seven mines'

combined after-tax profit fell to R264.3m from R301m.

Kloof and Driefontein Consolidated, South Africa's two richest gold mines, recovered from difficulties which had affected the December quarter's results.

Kloof returned to its full quarterly milling rate of 560,000 tonnes after a fall to 517,000 tonnes in the previous three months because of underground fires. Reduced seismic problems allowed Drie Cones to resume mining of high-grade ore in its western section, and its overall gold recovery grade increased to 10.7 g/t from 10.4 g/t.

Liberon also increased its recovery grade to 5.8 g/t from 4.8 g/t while the grade declined to 5.7 g/t from 5.9 g/t at Doornfontein.

Other miners also increased their recovery grade to 5.8 g/t from 4.8 g/t while the grade declined to 5.7 g/t from 5.9 g/t at Doornfontein.

## Duffour to decide on rival offers

BY OUR PARIS STAFF

AN UNCHANGED dividend of DM 12 (\$6.6) a share, together with a bonus issue of shares will be proposed at the shareholders' meeting of Dresdner Bank, Reuters reports from Frankfurt. The share issue will be on a one-for-18 basis.

The West German bank, which is holding its annual meeting on May 21, is expected to report full-year results later this week.

## GenCorp tender ended

GENERAL PARTNERS, a partnership of AFG Industries Inc and Wagner and Brown, said it is ending a \$2.3bn tender offer for GenCorp as a result of GenCorp's move yesterday to tend off the takeover by offering to spend \$1.8bn to buy back more than half of its stock. Reuter reports from New York.

GenCorp, based in Akron, Ohio, offered \$138 a share for the buyback of more than half of its stock. \$30 more than General Partners offered. GenCorp also said it will sell its tire and soft drink bottling opera-

tions and other units to concentrate on the aerospace and automotive businesses.

General Acquisition Inc, a subsidiary of General Partners, said in a statement that without the benefit of additional information available to GenCorp's management, it cannot compete economically with GenCorp's proposal.

General said it will promptly return to tendering shareholders all shares tendered pursuant to its offer.

## FRENCH CHEMICALS GROUP PRESSES FOR EARLY PRIVATISATION

Rhône-Poulenc to post slight decline

BY PAUL BETTS AND GEORGE GRAHAM IN PARIS

RHÔNE-POULENC, the French state-owned chemicals group, will report this week consolidated net group earnings of FF 7.2bn (\$307m) for 1986 compared with profits of FF 2.1bn (\$823m) the year before.

However, last year's earnings will include substantially higher provisions for restructuring operations totalling FF 1.7bn, double the FF 550m provisions made the year before.

Group sales last year totalled about FF 52.5bn and were about 8 per cent lower than the previous year. The company expects sales to increase to FF 55bn this year after its \$575m acquisition last year of the agrochemicals assets of Union Carbide.

Mr De Benedetti said that, with revenues from the recently acquired Triumph-Adler included in Olivetti's consolidated group turnover, the total for last year came to FF 17.300bn (\$5.6bn), up 19 per cent on 1985.

With Triumph-Adler's turnover stripped out, Olivetti's 1986 turnover was virtually unchanged on the previous year. Olivetti's turnover would have been around FF 12.000bn higher, however, had it not been for the weakness of the US dollar against the lire.

The Olivetti chief said that Triumph-Adler's 1986 losses of around DM 300m had been "covered" entirely by Volkswagen, which last April sold the office equipment subsidiary to Olivetti. For the current year, a special fund had already been set aside for Triumph-Adler's deficit.

Mr De Benedetti, who spent 90 minutes describing the plans of his Cofide and CIR master holding companies, also made the following announcements:

- Mediobanca, the Milan merchant bank, has acquired a 2.5 per cent shareholding in Cofide directly from Mr De Benedetti, paying around FF 120m. This was described as "a sign of friendship and esteem".

- Cofide through Societe Financiere de Geneve, a Swiss investment bank, has paid FF 2.4m to Union Carbide through its subsidiary Cofide Electricty (CGE), due to be floated on May 11.

- In particular, Rhône-Poulenc is seeking the financial and industrial flexibility which privatisation would give it to compete in the fast-moving international chemicals in-



dustry. After making a total of FF 5.5bn worth of acquisitions last year, including the Union Carbide and the purchase of the West German pharmaceutical group Nattermann, Rhône-Poulenc - like other leading European chemicals groups - is examining the possibility of bidding for part of the assets of Stauffer of the US which Unilever plans to sell.

Rhône-Poulenc's heavy provisions last year cover in part the cost of the group's withdrawal from the textile business to concentrate on its core fibres and chemicals activities. By the end of June, all the Union Carbide operations are being merged with Rhône-Poulenc's and will involve more than 1,000 job cuts from both sides.

The Union Carbide operations covered last year cover in part the cost of the group's withdrawal from the textile business to concentrate on its core fibres and chemicals activities.

Mr Fourtou's strategy is to divest Rhône-Poulenc's non-strategic business while reinforcing the group's presence in its core industrial sectors.

The overall FF 1.7bn restructuring provisions for 1986 are expected by the company to yield cost savings of around FF 500m a year after the restructuring programme has been completed over the next three years.

Besides the new acquisitions, Rhône-Poulenc increased its industrial investments to around FF 4.5bn last year from FF 3.5bn the year before. Industrial investments are expected to total about FF 3bn this year.

Although the group appears confident that performance will improve this year, it is nonetheless concerned by the decline of the US dollar, the increase in raw material prices, less buoyant earnings from Brazil and higher tax charges.

Rhône-Poulenc estimates that a 10 per cent fall in the dollar-franc exchange rate represents a loss of up to FF 100m in current earnings. However, the negative effect of the lower dollar is partly offset by the group's US-based operations which now generate total annual sales of about \$1bn.

Mr Fourtou's strategy is to divest Rhône-Poulenc's non-strategic business while reinforcing the group's presence in its core industrial sectors. At the same time, the chairman of the French chemicals group is also anxious to be privatised quickly because Rhône-Poulenc has already issued as much non-voting equity as French state groups are entitled to under the law.

## Moulinex founder names 'successor'

BY OUR PARIS STAFF

MR JEAN MANTELET, the founder and principal shareholder of the French kitchen appliance company Moulinex, appears at last to have designated his successor at the head of the company.

Mr Mantelet, who created Moulinex on the basis of his invention of the Mouli vegetable mill, has

named Mr Roland Darnaud as managing director of the loss-making group.

Mr Darnaud, Moulinex's industrial director, has formed part of the triumvirate which has run the company in recent years.

His appointment appears to put an end to speculation about the suc-

cession to Mr Mantelet, who is now 86 but has remained chairman and managing director.

Bankers in Paris fear, however, that it does not solve Moulinex's long-term structural difficulties.

Moulinex has plunged into the red in recent years, and is expected

This announcement appears as a matter of record only.

February, 1987

## TOROS FERTILIZER AND CHEMICAL INDUSTRY CO., INC.



## Turkish Lira 7,350,000,000

Adjustable Rate Revolving Facility

Guaranteed by

Tekfen Holding Co., Inc.

Tekfen Construction and Installation Co., Inc.

Lead Managed by

Türkiye Garanti Bankasi A.S. Disbank

Managed by

Saudi American Bank

Banque Indosuez, Istanbul Branch

Chemical Mitsui Bank A.S.

Egebank A.S.

Holantse Bank Uni N.V., Istanbul Branch

Iktisat Bankasi Turk A.S.

Manufacturers Hanover, Istanbul Branch

Tekstilbank

## City Federal Savings Bank

U.S. \$100,000,000

Collateralized Floating Rate Notes

Due October 1993

Notice is hereby given that the rate of interest has been fixed at 6.6125% p.a. and that the interest payable on the relevant interest payment date, July 8, 1987, against Coupon No. 3 in respect of U.S.\$100,000 nominal of the Notes will be U.S.\$417.87.

April 8, 1987, London  
By Citibank, N.A. (CSS Dept.), Agent Bank CITIBANK

Arranger and Facility Agent

Manufacturers Hanover, Istanbul Branch



New Issue



## Hoechst Invest N.V. U.S. \$ 500,000,000

U.S. \$ 100,000,000  
7% % Bearer Bonds of 1987/1992

U.S. \$ 300,000,000  
7% % Bearer Bonds of 1987/1994

U.S. \$ 100,000,000  
8% % Bearer Bonds of 1987/1997

unconditionally and irrevocably  
guaranteed by  
Hoechst Aktiengesellschaft  
Frankfurt am Main,  
Federal Republic of Germany  
This advertisement appears as a matter of  
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Dresdner Bank Aktiengesellschaft	Commerzbank Aktiengesellschaft
Algemene Bank Nederland N.V.	Morgan Guaranty Ltd
Credit Suisse First Boston Limited	
Banque Paribas Capital Markets Limited	Banque de Zeele West Limited
Berutsche Bank Capital Markets Limited	Banque Sachs International Corp.
Merrill Lynch Capital Markets	Morgan Stanley International
Saxenbach Brothers International Limited	Saxenbach Lehman Brothers International
Union Bank of Switzerland (Securities) Limited	S. G. Warburg Securities
Arab Banking Corporation (ABC)	BankAmerica Capital Markets Group
Banque Bruxelles Lambert S.A.	Banque Internationale
Bayernische Hypotheken- und Wechsel-Bank Aktiengesellschaft	Bayernische Landesbank - Direktbank
Berliner Handels- und Frankfurter Bank Limited	Chase Investment Bank
Citibank Investment Bank	La Compagnie Financière Édouard de Rothschild Banque
Credit Commercial de France	Credit Lyonnais
DE Bank Deutsche Genossenschaftsbank	Dillen, Reed Limited
Kidder, Peabody International United Manufacturers Hanover Limited	Kidder, Peabody Limited
Orion Royal Bank Limited	Samuel Montagu & Co. Limited
	J. Henry Schroder Waggon & Co. Limited
	Wiesbadener Landesbank - Direktbank -

Hoechst Invest N.V.  
Amsterdam, Netherlands March 26, 1987

This announcement appears as a matter of record only.

New Issue

7th April, 1987



## La Caisse centrale Desjardins du Québec

(Incorporated under the laws of the Province de Québec, Canada)

¥10,000,000,000

5 per cent. Deposit Notes Due 1994

Issue Price 102% per cent.

Yamaichi International (Europe) Limited

Tokai International Limited

Prudential-Boeche Capital Funding

Bankers Trust International Limited

Citicorp Investment Bank Limited

Levesque, Beaubien Inc.

S.G. Warburg Securities

Wood Gandy Inc.

Yasuda Trust Europe Limited

## INTL. COMPANIES and FINANCE

### Pilots bid for United Airlines

BY ANATOLE KALETSKY IN NEW YORK

THE PILOTS' union at United Airlines, the second largest US air carrier, has offered to buy the airline for \$4.5bn, as reported in brief yesterday. The proposal, which was not backed up by details of financing arrangements, was initially dismissed by airline analysts as a publicity stunt, but heightened Wall Street's hopes of flushing out another bidder for Allegis Corporation, United's parent company.

Allegis, which owns Hertz car rentals and Westin Hotels as well as United Airlines, has been the subject of intensifying takeover speculation recently — largely because of unfavorable stock market reaction to its decision to buy Hilton International Hotels for \$375m last December.

The unions have tried to bid on their own for Eastern Airlines and Pan American World Airways but have had little impact.

In this case, however, investors' hopes that Allegis might be taken over and broken up into its component parts were given substance two weeks ago when Mr Donald Trump, the New York property magnate and corporate raider, said he had bought "just under" 5 per cent of the company's stock.

Mr Trump would probably be interested only in the company's hotel properties.

If a potential bidder for the airline assets could win over the pilot unions, the credibility of any take-over or breakup proposal could be substantially increased.

### Moller shipping profits drop

BY HILARY BARNES IN COPENHAGEN

GROSS OPERATING profits in the North American division from the North American division during the first five months to last December it spent under the Belgian company's control were "satisfactory and in accordance with the forecast made before the acquisition."

Consolidated earnings rose to Dkr 1.68bn last year, while consolidated sales advanced from Dkr 30.1bn to Dkr 30.3bn including Dkr 7.5bn from the North American subsidiary.

The APM shipping interests, which operate under the Maersk name, recently strengthened their position in liner trade between Europe and the Far East by acquiring the sailing rights of Belgium's CMV and France's Chargeur Réunis in the Far East freight conference.

This added 7,200 container units to Maersk's capacity, taking its total capacity to well over 60,000 units.

Net profits in the shipping partnership, after taxes and allocations,

were down from Dkr 830m to Dkr 704m. Total assets declined from Dkr 18.5bn to Dkr 18.3bn but equity capital and reserves increased from Dkr 6.5bn to Dkr 7.5bn.

In the oil and gas partnership, which operates in the Danish sector of the North Sea, gross operating profits were down from Dkr 1.45bn to Dkr 1.43bn and after ordinary depreciation from Dkr 1.22m to Dkr 830m.

Net profits fell from Dkr 124m to Dkr 104m.

### The Sumitomo Trust and Banking Co., Ltd.

LONDON

U.S. \$20,000,000.00

Floating Rate U.S. Dollar Negotiable  
Certificates of Deposit  
Due 31 May 1988

Callable at the issuers option  
on the 29 May 1987

In accordance with the terms set out in the Certificates Sumitomo Trust and Banking Co Ltd have elected to exercise their call option. The Certificates will therefore mature on the 28th May 1987 and payment will be effected on the principal amount plus interest at 6 1/2% p.a. at Sumitomo Trust and Banking Co Ltd, London.

The Sumitomo Trust & Banking Co Ltd  
London Branch

### BankAmerica Corporation

(Incorporated in the State of Delaware)

U.S. \$400,000,000

Floating Rate Subordinated Capital Notes Due 1997  
Holders of Notes of the above issue are hereby notified that for the next Interest Sub-period from 9th April, 1987 to 11th May, 1987 the following will apply:

1. Interest Payment Date: 8th June, 1987

2. Rate of Interest:  
for Sub-period: 6 1/2% per annum

3. Interest Amount payable:  
for Sub-period: US \$294,444 per US\$ 50,000 nominal

4. Accumulated Interest:  
Amount payable: US \$571,611 per US\$ 50,000 nominal

5. Next Interest Sub-period will be from 11th May, 1987 to 8th June, 1987.

Agent Bank:  
Bank of America International Limited

This announcement appears as a matter of record only.

New Issue

7th April, 1987

### DnC

### DnC International Finance a.s.

(Incorporated in the Kingdom of Norway with limited liability)

¥10,000,000,000

5 per cent. Guaranteed Notes Due 1994  
unconditionally and irrevocably guaranteed by

### Den norske Creditbank

(Incorporated in the Kingdom of Norway with limited liability)

Issue Price 102% per cent.

Yamaichi International (Europe) Limited

Tokai International Limited

Prudential-Boeche Capital Funding

Bankers Trust International Limited

Citicorp Investment Bank Limited

Levesque, Beaubien Inc.

S.G. Warburg Securities

Wood Gandy Inc.

Yasuda Trust Europe Limited

Yamaichi International (Europe) Limited

Tokai International Limited



## INTERNATIONAL COMPANIES and FINANCE

### NATIONAL BANK OF CANADA

#### NOTICE TO THE NOTE HOLDERS OF 16½% DEPOSIT NOTES DUE MAY 15, 1988

Notice is hereby given that pursuant to the terms of the 16½% Deposit Notes, \$6,000,000.00 principal amount of 16½% Deposit Notes has been drawn by lot by the undersigned on behalf of the Principal Paying Agent, for redemption, on the 15th May, 1987.

The said Deposit Notes so called for redemption will therefore be redeemed on the 15th day of May, 1987, at 100% of the principal amount so called, plus accrued and unpaid interest to the date of redemption if applicable, upon surrender of the said Deposit Notes with, thereto attached, all interest coupons, maturing May 15th, 1987, and thereafter at any of the following Paying Agents:

- National Bank of Canada, 555 Madison Avenue, New York 10022
- National Bank of Canada, Prince's House, 95 Graham Street, London EC2V 7LU
- Manufacturers Hanover Bank Luxembourg SA, 39 Boulevard Prince Henri, Luxembourg

Notice is hereby given that interest upon Deposit Notes so called for redemption shall cease to be payable from and after the said redemption date, namely the 15th day of May, 1987, and coupons for interest maturing after the said date, namely the 15th day of May 1987, shall be void.

The designating letter and numbers of the Deposit Notes so called for redemption are:

X0002	X0003	X0009	X0017	X0019	X0020	X0038	X0045	X0049	X0052
X0057	X0068	X0078	X0087	X0098	X0103	X0107	X0108	X0113	X0113
X0114	X0115	X0118	X0126	X0148	X0154	X0156	X0160	X0162	X0167
X0170	X0173	X0185	X0193	X0192	X0200	X0208	X0216	X0220	X0224
X0227	X0234	X0237	X0254	X0267	X0277	X0282	X0307	X0312	X0314
X0317	X0319	X0327	X0334	X0335	X0343	X0347	X0352	X0357	X0367
X0349	X0373	X0375	X0384	X0388	X0389	X0394	X0419	X0423	X0425
X0435	X0441	X0444	X0449	X0457	X0467	X0474	X0481	X0483	X0487
X0499	X0501	X0502	X0510	X0512	X0515	X0536	X0558	X0566	X0573
X0575	X0576	X0579	X0603	X0616	X0621	X0625	X0627	X0629	X0631
X0638	X0642	X0644	X0649	X0652	X0655	X0665	X0671	X0677	X0678
X0682	X0685	X0689	X0702	X0734	X0735	X0739	X0743	X0744	X0747
X0758	X0769	X0790	X0791	X0796	X0802	X0809	X0812	X0821	X0824
X0827	X0837	X0838	X0841	X0849	X0870	X0882	X0920	X0922	X0938
X0940	X0960	X0965	X0982	X0999	X1000	X1005	X1007	X1008	X1009
X1023	X1024	X1037	X1038	X1042	X1043	X1045	X1051	X1052	X1053
X1103	X1105	X1110	X1111	X1112	X1113	X1125	X1144	X1153	X1155
X1141	X1145	X1201	X1204	X1212	X1219	X1222	X1224	X1226	X1229
X1235	X1239	X1246	X1250	X1255	X1259	X1269	X1278	X1284	X1289
X1301	X1341	X1343	X1347	X1357	X1362	X1369	X1372	X1375	X1384
X1392	X1394	X1402	X1404	X1407	X1408	X1410	X1412	X1421	X1430
X1432	X1445	X1448	X1451	X1456	X1460	X1466	X1493	X1503	X1507
X1508	X1512	X1515	X1516	X1522	X1524	X1530	X1534	X1540	X1547
X1552	X1567	X1583	X1603	X1607	X1610	X1618	X1620	X1625	X1626
X1624	X1634	X1645	X1646	X1649	X1650	X1654	X1656	X1658	X1659
X1700	X1704	X1707	X1708	X1710	X1714	X1720	X1723	X1724	X1725
X1745	X1746	X1747	X1748	X1749	X1750	X1751	X1752	X1753	X1754
X1814	X1823	X1828	X1830	X1840	X1841	X1842	X1855	X1864	X1872
X1878	X1880	X1883	X1885	X1886	X1889	X1890	X1892	X1893	X1896
X1900	X1908	X1913	X1921	X1925	X1933	X1938	X1942	X1943	X1944
X1956	X1961	X1962	X1965	X1976	X1977	X1978	X1979	X1980	X1984
X2002	X2025	X2031	X2032	X2037	X2044	X2060	X2071	X2073	X2088
X2095	X2114	X2121	X2122	X2124	X2125	X2126	X2127	X2128	X2129
X2139	X2141	X2169	X2171	X2174	X2175	X2179	X2180	X2180	X2181
X2205	X2209	X2214	X2216	X2240	X2244	X2248	X2252	X2253	X2254
X2255	X2331	X2334	X2338	X2339	X2343	X2344	X2359	X2362	X2369
X2374	X2416	X2417	X2424	X2438	X2442	X2443	X2446	X2472	X2473
X2477	X2483	X2490	X2491	X2501	X2502	X2507	X2508	X2514	X2514
X2522	X2528	X2532	X2533	X2534	X2544	X2546	X2547	X2548	X2548
X2632	X2637	X2644	X2646	X2649	X2651	X2659	X2661	X2663	X2665
X2679	X2727	X2733	X2750	X2764	X2768	X2769	X2774	X2775	X2775
X2778	X2779	X2793	X2799	X2804	X2808	X2809	X2814	X2815	X2815
X2823	X2827	X2844	X2844	X2848	X2854	X2855	X2863	X2865	X2865
X2851	X2902	X2904	X2908	X2934	X2937	X2938	X2943	X2949	X2949
X2959	X2967	X2990	X2991	X2999	X3020	X3020	X3047	X3055	X3055
X3043	X3066	X3071	X3098	X3103	X3108	X3111	X3137	X3146	X3154
X3156	X3169	X3174	X3185	X3186	X3197	X3198	X3199	X3211	X3212
X3214	X3220	X3224	X3234	X3237	X3240	X3246	X3273	X3277	X3280
X3307	X3313	X3315	X3323	X3338	X3339	X3350	X3351	X3367	X3372
X3375	X3377	X3383	X3385	X3401	X3403	X3404	X3407	X3409	X3410
X3415	X3416	X3423	X3425	X3426	X3428	X3429	X3432	X3432	X3432
X3457	X3458	X3464	X3465	X3466	X3467	X3468	X3470	X3471	X3471
X3515	X3521	X3527	X3530	X3546	X3553	X3556	X3571	X3573	X3575
X3578	X3585	X3591	X3596	X3605	X3614	X3615	X3621	X3624	X3624
X3627	X3631	X3632	X3634	X3639	X3645	X3651	X3653	X3655	X3658
X3663	X3673	X3704	X3717	X3725	X3729	X3736	X3740	X3750	X3750
X3758	X3760	X3765	X3766	X3772	X3775	X3780	X3791	X3798	X3798
X3809	X3828	X3863	X3867	X3871	X3875	X3880	X3895	X3904	X3907
X3925	X3927	X3933	X3962	X3966	X3968	X3969	X3977	X3982	X3998

The principal amount of 16½% Deposit Notes outstanding after the said redemption date will be: US\$13,000,000.

Manufacturers Hanover Limited  
London as Drawing Agent

8th April, 1987

### John Murray Brown, recently in Biak, on a venture in fish cannery Transpecie bucks the tuna trend

MR BERNARD FOREY, urban in sneakers and Lacoste shirt, may not fit any usual picture of an old seadog. But this former French paratrooper is netting himself a unique position in one of the Pacific's richest fishing grounds, where tuna reserves outstrip by five times the world's annual 2m tonnes demand.

Transpecie, a company set up in 1982 on the tiny Indonesian island Biak, is poised to become the region's first fishing business with an upstream canning facility—processing its own monthly 1,500 tonnes catch, and the much larger landings brought from the distant-water fleets of Japan, Korea, Taiwan, the US and Soviet Union. The plant, due to come into operation in June, can process 25,000 tonnes annually, with initial turnover of \$15m.

Some might call it foolhardy. Since 1982 the tuna industry has been in deep recession, in which is a labour intensive business, low prices have forced a major restructuring. The US, the world's leading canning nation, has closed all but one of its mainland facilities. Canneries in American Samoa are under pressure too, following legislation that all US employers pay a minimum wage of \$3.35 an hour, putting an estimated \$3.6m on cannery payroll in the islands.

Processing plants in Hawaii and Fiji have already closed and even in Thailand, which enjoys low cost, companies face problems over quality.

Mr Forey has an impressive track record as a frontiersman.

After the war in Indo-China, he prospected for oil in Tunisia. After the war in Chad. More recently he worked in planta-

tions in Malaysia and Indonesia where he still has men scouring the forests for exotic flora from which to make a planned soft drink.

A public works administrator in the area, he might better be described as a fixer. For this latest fishing ven-

ture in Malaysia, he still has men working there to help him survive."

Traditionally, world tuna prices have been determined by a small number of large canning companies including Heinz and Starkist of the US, and the French company Saupiquet, Japan, which is both the

world's largest producer and importer. It has been considered a law unto itself, taking much of its fish raw.

Transpecie formerly shipped its catch direct—the better quality yellow fin for the Japanese market and the skipjack to Thailand where it was canned and on-freighted to Europe or the US.

When the market collapsed, with prices tumbling from \$20m loan from Coface, the state insurance agency, to less than \$600 today,

AN  
Australia  
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subsidi

## Clive Wolman on Equitcorp's stake in Guinness Peat Revival of the takeover threat

**THE SURPRISE** acquisition last week of a potentially hostile 25 per cent stake in the merchant bank and financial services group, Guinness Peat, by New Zealand's Equitcorp investment company, has revived the threat of a takeover and break-up of the group.

That threat is given more substance by Mr Alastair Morton's decision in late February to step down as chief executive of Guinness Peat while staying on as a half-executive chairman and becoming co-chairman of the Eurotunnel Anglo-French consortium.

Even he may find it difficult to fight off a bid while trying to raise nearly £25m to dig the Channel Tunnel.

Equitcorp, whose previous brushes with regulators may around the Bank of England's hostility, is more likely to sell its stake to another foreign financial institution rather than itself.

Under the new deal, Equitcorp would be obliged to change the ownership of the company to another foreign financial institution.

It was the Bank which brought Morton, now 48, into Guinness Peat in January 1982. The group was on the brink of insolvency after suffering massive losses in its US commodity and import businesses and its board was approved by shareholders to take over the company.

As a residue of the bitterness of that period, Mr Morton today has to confront two other unfriendly shareholders, Lord Kynren, founder of the group, and a German industrial company.

The plan also includes a stake in Britannia Arrow in alliance with Mr David Stevens and thwarted Guinness Peat's £21m takeover bid at the end of 1985.

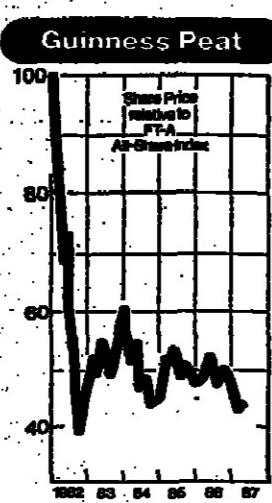
Mr Morton's boldest move has been the development of a fund management business spanning the Atlantic. Last summer, Guinness Peat made the largest-ever acquisition of a US fund management business by a UK company with its purchase of Forstmann-Leff Associates, a New York firm managing \$4.5bn of pension fund assets.

Mr Morton started with a small investment management business which was part of the Guinness & Malton merchant bank. It built up a reputation for managing currency funds and attracted public interest through little else when it became the first UK pension fund manager to offer to charge fees related to its investment performance.

The purchase of the private client business of the stockbroking firm Henderson Croswell gave Guinness Peat another slice of assets although not all those assets are managed in a fully discretionary basis.

The fund management rationale behind the move was based on the acquisition of two small jobbing firms which suggested that Mr Morton was having second thoughts about his decision to steer clear of the post-Big Bang securities industry.

After the failure of the bid for Britannia Arrow, with its large, but troubled, unit trust management business, Mr Robert Maxwell who was sufficiently stung by his insults to build up



Alastair Morton... a tough and abrasive style

● To achieve maximum tax efficiency by letting the company owners cash in their chips under the more generous capital gains tax regime before the Tax Reform Act took effect, by depreciating the actuarial value of the investment management contracts against taxable earnings, and by generating enough cash to make use of Guinness Peat's \$25m of US tax losses. These are a hangover from the 1980-81 disasters.

The deal incorporated warrants, a sharing of the first three years' gross earnings (before expenses) and a final buy-out formula based on a multiple of those earnings.

In effect, both parties gained what appeared to be exceptionally favourable terms at the expense of the taxman.

There are some opportunities for cross-selling. The pension plan clients of Forstmann-Leff may be encouraged to use, for example, the Guinness Multi-currency fund whilst pension fund and private clients in the UK may find the US arm useful when seeking diversification into US equities. But investment clients are increasingly sceptical about such referrals.

Forstmann-Leff is also serving as the hub for the company's expansion into other US fund management businesses.

Another company, Eagle Management and Trust of Houston, Texas, which manages over \$900m of mainly charity and educational endowment money, was acquired last year by a US fund management company, (including, ironically, Britannia Arrow).

Forstmann-Leff is one of the few firms in the US or UK which can demonstrate a fairly consistent record over its 18 years of outperforming the relevant stock market index for pension fund clients.

The acquisition, for which the initial payment was worth about \$20m, will cleverly structure by Mr Morton to achieve the following objectives:

● To give the existing owners of the 12-year-old firm and the up-and-coming generation of fund managers beneath them, a sufficient incentive to develop the business and not to be lured away by rival firms at least not for the next six years.

● To give the leading figures in a stake in Guinness Peat together with its insurance broking, merchant banking and aviation finance activities.

Mr Morton's Eurotunnel appointment in February led to an upgrading of the positions of three deputies, Mr Ken Dineen, who is in charge of pension management, Mr John Slater, in charge of banking, and Mr Geoffrey Knight, who is running the insurance broking arm.

Provided the merchant bank remained independent or found a respectable owner, the Bank of England would find it difficult to justify using its veto power under the Banking Bill to block a predatory move to break up the group into three components.

■ began seeking a US fund manager.

Business has been booming in recent years for the independent investment "boutiques" in the US, like Forstmann-Leff. Many of the founding entrepreneurs, uneasy at making the transition to a more mature business, have started selling out to larger financial service companies (including, ironically, Britannia Arrow).

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The concept of a multinational fund management operation, with an autonomous base on each side of the ocean, is an interesting one. But it is difficult to see what apart from the drive of its former chief executive, is holding that part of Guinness Peat together with its insurance broking, merchant banking and aviation finance activities.

The results showed pre-tax profits falling to £1.95m from £3.07m in the previous 12 months.

■ Profits for this year had been affected by the changes.

Turbover in the first six months was up from £28.13m to £28.13m. Tax charged was £1.14m (£1.23m) and minorities were £59,000 (£47,000). There was an extraordinary charge after tax of £335,000, after estimated tax relief of £28,000.

Further net closure costs of approximately £220,000 after tax relief are anticipated during the six months to June 1987 and an extraordinary credit of approximately £75,000 is anticipated on the disposal of Burman.

The interim dividend has been raised from 1.7p to 1.8p per 25p share.

■ The purchase was seen as part of a strategy to prevent its holding from being diluted by Goodman Fielder's hostile bid for Hillards shares by Monday's first closing date.

Acceptances themselves came from holders of 3.1 per cent of Hillards shares — a mix of private and institutional investors, according to Tesco Country Bank, which is advising Tesco, has picked up 5.5 per cent of the shares since the offer was announced, and a further 0.2 per cent is held by the Tesco pension funds.

Tesco — which has now extended the offer until May 1 — said yesterday that it was pleased with the level of acceptances.

"We wanted to have around 10 per cent under our belt at this stage," commented Mr David Reid, Tesco's finance director.

However, the acceptance figure is immediately discounted by Mr Peter Martin, Hillards' chairman, as "not fully low." Hillards has already announced that directors and family holdings accounting for 28.4 per cent of the shares have indicated that they will reject the bid.

In the market, meanwhile, Hillards shares added 1p to 314p, or some 7p above the price of the Tesco paper terms on offer, that Tesco will eventually increase its offer. Tesco shares themselves added 1p to 474p.

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Japanese Yen 60,000,000,000

4 1/4 per cent. Notes Due 1992

Issue Price 101 1/2%

The following have agreed to subscribe or procure subscribers for the Notes:-

Nomura International Limited

Yasuda Trust Europe Limited

Bank of Tokyo International Limited

Banque Bruxelles Lambert S.A.

Christiania Bank, (London Branch)

Crédit Lyonnais

Daiwa Europe Limited

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Mitsubishi Trust International Limited

Morgan Stanley International

Salomon Brothers International Limited

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

Yamaichi International (Europe) Limited

Sumitomo Trust International Limited

Algemene Bank Nederland N.V.

Bankers Trust International Limited

Banque Paribas Capital Markets Limited

Citicorp Investment Bank Limited

Credit Suisse First Boston Limited

Den norske Creditbank

Goldman Sachs International Corp.

Merrill Lynch Capital Markets

Mitsui Trust International Limited

The Nikko Securities Co., (Europe) Ltd.

Shearson Lehman Brothers International

ABC Union Bank of Norway

S. G. Warburg Securities

Application has been made to the Council of The Stock Exchange for the Notes to be admitted to the Official List. The Notes will bear interest from 22nd April, 1987 at the rate of 4 1/4 per cent. per annum payable annually in arrear on 22nd April in each year, the first such payment to be on 22nd April, 1988.

Particulars relating to the Notes are available in the Statistical Services of Exetel Financial Limited and copies may be obtained during usual business hours up to and including 10th April, 1987 from the Company Announcements Office of The Stock Exchange and up to and including 22nd April, 1987 from:-

Nomura International Limited,  
24 Monument Street,  
London EC3R 8AJ

Citybank, N.A.,  
336 Strand,  
London WC2R 1HB

Cazenove & Co.,  
12 Tokenhouse Yard,  
London EC2R 7AN

8th April, 1987

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## UK COMPANY NEWS

### Morceau shares fall on loss of contracts

By Ralph Atkins

SHARES in Morceau Holdings, the specialist fire protection group, fell 20p to 100p after it announced a loss of two major contracts worth a total of about £1.5m.

The group said it anticipated securing contracts anticipated at the time of the group's last annual meeting. The contracts, put out to tender, were for the supply of fire protection equipment to a UK and a Norwegian oil company.

Our expectation is that we will be compensated by the loss of these contracts," said Mr Douglas Godfrey, finance director.

Morceau also said it expected to report a loss for the six months to March 1987 because of the normal low level of activity in the winter months and a depressed level of orders from North Sea oil companies.

Others continued to speculate that he was building up a strategic stake which would

### Bell raises Standard stake to nearly 15%

BY HUGO DIXON

MR Robert Holmes a Court's Bell Group International increased its stake in Standard Chartered, the UK-based international bank, to 14.99 per cent yesterday. It had increased its stake from 10 per cent to just under 12 per cent on Monday.

The group said it failed to secure contracts anticipated at the time of the group's last annual meeting. The contracts, put out to tender, were for the supply of fire protection equipment to a UK and a Norwegian oil company.

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give him greater bargaining power should somebody else make a bid.

Lloyd's Bank, which made an abortive bid for the bank last year and still has almost 5 per cent, will be free to relaunch its bid, if it wishes, in July.

Mr Holmes a Court was one of three white knights who rescued Standard Chartered from that bid by buying large numbers of its shares in the hope of taking over the bank.

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### Kellock pays £16m for loss adjuster

By Nick Barker

Kellock Trust, financial services group, plans to pay an initial £12m to buy 85 per cent of Ellis & Buckle, one of Britain's leading insurance loss adjusting firms.

It comes at a time when the UK's loss adjusting market is passing through a big reorganisation. Traditionally, it has been dominated by privately-owned companies, but recently several outside institutions have begun buying in.

Two weeks ago Merritt Group, one of the biggest underwriting agencies at Lloyd's of London, said it was buying Graham Miller (Northern), another well-known loss adjuster.

The initial consideration for Ellis & Buckle may be £25.2m in new shares at 45p. A further consideration of between £2.2m and £3.5m may be payable depending on profits in 1987 and 1988.

Mr Michael Langdon, Kellock's chief executive, said the purchase also involved what he called a state-of-the-art management buy-in.

This is being conducted via the creation of a new holding company, Ellis & Buckle Holdings which will be 15 per cent owned by three of Ellis's present directors, Mr T.E. Heward, Mr G.A. Loughrey and Mr C.W. Storer.

The three were appointed in 1984, at a time when Ellis was beginning a planned expansion programme. This has created new offices nationwide, bringing the total to 38, and increased pre-tax profits from £492,000 in 1984 to £1.85m to September 30 1986.

Mr Bill Best will continue as Ellis's managing director until April 1989, and will also join Kellock's board.

## UK COMPANY NEWS

### Sunleigh launches 'unwelcome' £13.4m bid for Dale Electric

BY NIKKI TAIT

A £13.4m bid broke out yesterday between Sunleigh Electronics, the USM-listed electronics holding company where FKI Electricals holds around one-quarter of the shares and four former or current FKI men are on the board, and Dale Electric, which is fully quoted and makes power systems.

Sunleigh announced that it is offering 12 of its own shares for every 5 Dale. There is no cash alternative and with Sunleigh up 14.4% yesterday, the offer values each Dale at 100p.

However, the offer was immediately rejected by Dale as unsolicited and unwelcome. Mr Christopher Cook, Dale's planned "to make a quantum

leap" during 1987, and that the company would be discussing the bid more fully with its advisers, County Bank, today and would write to shareholders shortly.

Dale, itself, which makes AC and DC power systems, went into the red with a £960,000 loss before tax in the year to April 1986—the result of reduced export orders for the main UK manufacturing business and problems at its Thai subsidiary.

If successful, the bid would almost double the size of Sunleigh—30.4m shares, representing 83 per cent of the existing capital would be issued.

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### Holmes Protect. in Australian deal

Holmes Protection Group a New York-based electronic security group, although still listed in London, yesterday unveiled plans for a link-up with Wormald International, the diversified Australian company. Initially, Holmes is proposing to issue 6.15m new shares—a 9.99 per cent stake—to Wormald at 172p each, giving a cash injection of £10.6m. But it hopes to follow this with a deal by which Holmes would acquire

Wormald's security interests in the States, the UK and Europe, in return for a minority stake of between 40 and 50 per cent of Holmes.

Yesterday, Mr Tom Forrest, vice-chairman of Holmes, said that these interests have revenues of around £220m a year and make pre-interest profits of some US\$10m-US\$15m.

Yesterday Holmes' shares—which have attracted bid speculation in the past and have risen strongly during the past few months—added another 8p to 182p.

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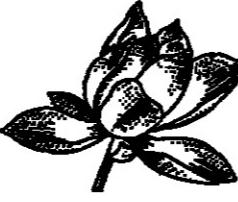
NOTICE IS HEREBY GIVEN that in accordance with Paragraph 5 (a) of the Terms and Conditions of the Securities, the Company will redeem all of the above mentioned Securities at their principal amount on 1st May, 1987, when interest on the Securities will cease to accrue.

Repayment of principal will be made upon presentation of the Securities with all unmatured Coupons attached, at the Offices of any one of the Paying Agents listed thereon.

Accrued interest due 1st May, 1987 will be paid in the normal manner, against presentation of Coupon No. 5, on 1st May, 1987.

Bankers Trust  
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1st April, 1987

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£63,748,300

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to the Paris Bourse with effect from  
30 March 1987

The above placing and  
introduction were completed by



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### Chamberlain forecasts more profit expansion

By Philip Coggan

Chamberlain Philips, the shoe components and adhesives group currently fighting off a hostile bid from Wardle Stores, yesterday revised pre-tax profits forecast to £7.25m for the year to March 31, 1988, compared with the forecast of £5.75m it has already made for the year just ended.

The Northamptonshire-based shoe group is pointing to the elimination of losses in Vinex UK, increased sales to the Far East and full-year contributions from recent adhesives purchases as the engine behind earnings per share growth forecast at 27 per cent in the 1987-88 financial year.

Chamberlain considers that the bid from Wardle, which manufactures plastic sheeting and survival equipment, has "no industrial logic".

Wardle launched a three-for-10 share offer in February, criticising the earnings record and the diversification strategy of Chamberlain.

On its first closing date Wardle's offer had received acceptances of only 0.47 per cent and it is widely expected to increase its offer next week.

Based on yesterday's closing prices of 159p, up 8p for Chamberlain, and 447p, up 4p for Wardle, the current offer is worth 248p.

### ISSUE NEWS

Philip Coggan on the background to the Filofax debut

### Making a date with the USM



David Collisich, chairman of Filofax, and his wife, Lesley, the personnel director

Mr David Collisich, the company's chairman, and his wife, Lesley, the personnel director, started a group called Pocketfax in 1976 to market Filofax products by mail order. By the late 1970s, they became a unit of Norman's Hill, a

Now the company is being launched with a market capitalisation of £17m and Mr and Mrs Collisich and trusts are selling

about 1.8m shares worth about £2.16m. The equity on offer, which includes 2.2m new shares, represent 28 per cent of the enlarged capital.

Filofax are now available with cover designs ranging from the plain at £12 to the crocodile at £30. But the real expansion has been in the addition sheets which can be slotted in—and provide information like places to go in London, days of cities and expenses forms.

In the UK, the product is sold through a range of retailers like Harrods and Fortnum & Mason as well as W. H. Smith. Overseas sales now make up slightly less than one-third of the total, thanks to a recent spurt in Japan, and the company has just set up a subsidiary in the US.

The company believes there is plenty of growth potential in the UK—sales increased 11.6 per cent in 1986—but will need the help of the placing to develop new products and overseas sales. It has plans for acquisitions in the field of "personal organisation"—which apparently means better designed briefcases and handbags.

### March revs up for £14.2m USM float

By Ralph Atkins

March, the racing-car maker, has announced details of its flotation on the Unlisted Securities Market.

A total of 3.6m shares will be placed at 120p each, valuing the company at £14.2m. De Zoete & Bevan will place 2.7m. The rest will be placed by Smith Keen Cutler as second distributor.

Deals are expected to start next Monday the day after the scheduled Brazilian Grand Prix.

The group is issuing 2m shares for the issue to raise £22.1m after expenses to finance its expansion. The remaining 1.6m shares are being sold by Mr Robin Herd, chairman. The directors will retain a 66.7 per cent interest in the company.

Mr Herd said the group saw the flotation as the next step in its development.

"We want to establish fully the three prongs of our industry: composite materials, engineering consultancy, and Formula 1 racing," he said.

The group's turnover has risen from £15.35m in 1982 to £11.9m in 1986. Pre-tax profits rose from £204,000 in 1982 to £2.05m in 1985 but then fell to £1.65m in 1986. The group says the 1985 result was exceptional because of exchange-rate movements.

On a 33 per cent tax charge, the placing gives the group an historic p/e ratio of 11.9. At the placing price a dividend of 4.2p, which the directors will have expected to recommend for the year to October 1987, gives a gross yield of 4.8 per cent.

### Cundell makes debut with £22.5m tag

By RICHARD TOMKINS

Cundell, the packaging company which last year bought itself out from a buy-out, is coming to the market this week through a placing which valued it at £22.5m.

Cundell is a specialist designer and maker of highly engineered packaging.

Initially its product range was confined to traditional brown boxes and some two-colour printed die-cut boxes, but steady expansion has enabled it to widen its range as well as lift production levels.

Only eight months earlier the management of Lawson Mardon had pulled out of Britain's biggest ever buy-out when it won its independence from BAT Industries for £280m.

Alexanders Laing & Cruckshank is placing 10.73m of Cundell's shares—40 per cent of the enlarged equity—at 125p each. Slightly more than £900,000 of the proceeds will go to existing shareholders and £11.8m net will go to the com-

pany, so wiping out the debts remaining from the buy-out.

Although Cundell has been through several changes in ultimate ownership, it has been trading in its present form and with its present management for more than 25 years.

Cundell is a specialist designer and maker of highly engineered packaging.

Its management bought it out from Lawson Mardon, the Canadian-based packaging group, for £12m in April last year.

Today it still makes brown boxes but it puts increasing emphasis on added-value products such as complex boxes and display products, which require greater design skills.

Pre-tax profits have risen from £1.25m in 1982 to £2.05m in the year to last December.

The p/e ratio has been calculated as though the issue proceeds had been available last year, and comes out at 12.5. Dealings are due to start tomorrow.

### Fitch & Co profit rises 11%

An 11 per cent increase from £1.64m to £1.82m in pre-tax profits was yesterday announced by Fitch & Company Design Consultants for 1986. The final dividend is raised from 4.1p to 4.8p net for an increase from 6.1p to 7p.

Mr David Legg, the chairman,

said there had been an encouraging increase in overseas projects, and Fitch is now active in France, the Netherlands, Australia and Sweden. He added that with the level of international enquiries, the group expected that area of its business to grow substantially in 1987.

### MANUFACTURERS HANOVER

## All figures speak for themselves

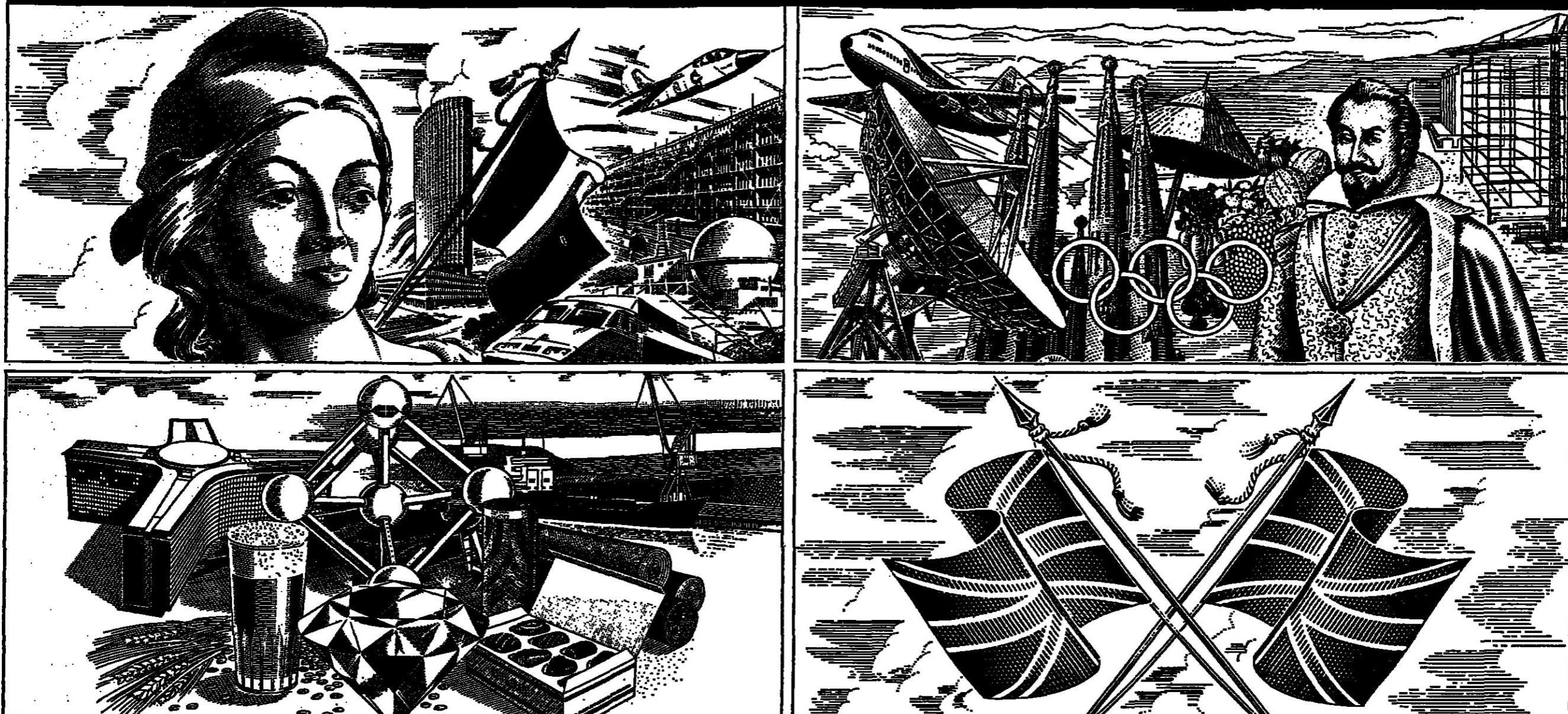
Manufacturers Hanover Limited

Year ending 31st December	1986 (£'000)	1985 (£'000)	1984 (£'000)
Profit before tax:	16,402	16,032	13,117
Total share capital and reserves:	49,432	39,868	31,712
Total assets:	582,792	344,707	539,485

(But some have more to say than others.)

The Investment Banking Group

## In European markets an experienced guide is essential



# DUMÉNIL

## The European Specialist

**FRANCE** Our French Growth Fund has continued to prove its performance potential with an increase in the offer price in excess of 17% since launch in October 1986. The Fund was 1st out of 79 European unit trusts for the month of January 1987 and 4th out of 76 European unit trusts over 3 months to 1st March 1987. (Source, Money Management).

The managers' aim is to achieve maximum capital growth from an actively managed portfolio focusing on special situations. It is well placed therefore to take advantage of the current economic expansion in France.

France now has a stable, right-wing government, committed to a share-owning democracy and offering tax incentives to equity investors. French exports are booming. Inflation is low and the currency strong. Another very positive feature of the French market has been its resilience to the student and trade union unrest evidenced in December last. Within this climate, and encouraged by two successful major privatisations and a continuing privatisation programme, a substantial flow of institutional and private money is now moving into the stockmarket. In our view, the French opportunity is only just beginning.

The investment advisers to the Fund are Duménil-Leblé S.A., a leading French securities house.

\*Figures to 1st April.



**SPAIN** Spain has seen considerable political change and a dramatic development of its infrastructure in the last decade. Changes which have set the scene for dynamic economic growth. Government policies and EEC integration will further fuel industrial development, and give every indication that Spain has entered a period of sustained growth. In the twelve months to December 1986, the Spanish stockmarket showed an increase of 10.8% (138% in sterling terms). While it may not necessarily enjoy such remarkable gains in the future, it is generally expected to maintain strong growth in the coming 4-5 years. The managers are therefore confident that the Duménil Spanish Growth Fund offers excellent growth prospects to investors in the medium term.

Launched as the UK's first authorised Spanish Unit Trust in January this year, the Fund has



launched in excess of \$26 million of new money to date.

The aim is maximum capital growth through locally researched and advised investment in the traditional areas of economic activity - banking, finance and construction - and in emergent areas such as telecommunications.

Investment will be restricted to companies quoted on the Main Madrid Stock Exchange.

The Duménil Spanish Growth Fund benefits from the investment expertise of Spain's premier fund manager, Gestemar S.A.

\*Figures to 1st April.

**BELGIUM** A new investment opportunity in the economic heart of Europe - Duménil Belgian Growth Fund.

Belgium has always held a vital strategic position within the European economy, having the largest ports conglomeration in Europe and ready access to all European markets.

With revitalised industries, exports up, a stable currency and a stockmarket that's performing well beyond expectations, inflation in 1986 was just 0.6% below that of Switzerland. The currency is strong having appreciated by 8% against the foreign currencies average in 1986.

Corporate productivity should continue to improve and companies will benefit from the recent 2% cut in corporate tax.

The improvement in terms of trade is spectacular and the current account shows a growing and substantial surplus. The fact that Belgium mostly exports to European countries will reduce the impact of the growing competitiveness of American companies following the weakening of the dollar.

The launch of the Duménil Belgium Growth Fund gives investors the opportunity to profit from a swelling tide of prosperity in Belgium.

The managers aim for maximum capital growth through locally researched and advised investment in those areas of economic activity with the most potential.

The advisers to the Fund are Banque Degroof in Brussels, the leading Belgian private merchant bank currently managing clients' funds of approximately \$1.5 billion.



### DUMÉNIL LEBLÉ

Duménil Unit Trust Management Limited is a UK subsidiary of Duménil-Leblé, the Paris based banking and financial services group, established in 1912. Duménil-Leblé has grown particularly rapidly since 1981, when it obtained permission from the Bank of France to become a securities house, and in December 1984 the company went public on the 'second marché'.

The group has been described as "the rising star of the French financial market", and has a market capitalisation of approximately \$650m.

A critical factor in the group's success is the combination of Duménil-Leblé's innovative, dynamic approach, with the expertise and "hands on" talent that only skilled local fund managers can provide.

**UK** As the World's third-largest equity market, the United Kingdom now enjoys the additional distinction of being rated among the top three growth economies. Overseas investors are increasingly warming to the UK Stock Market, recognising that the economy offers one of the highest growth rates in Europe, with inflation firmly under control, falling interest rates, steadily improving productivity and rising corporate profits.

In the context of all these positive factors, the Stock Market ratings of UK companies represent exceptionally good value by comparison with their higher rated counterparts in Japan and the USA.

Duménil UK Growth Fund (formerly the London Law Capital Growth Fund) was launched on 14th May 1984 and has consistently out-performed the UK Stockmarket Indices. The offer price has risen by more than 20% from launch to 31st March 1987, compared with the gain of 9.7% in the Financial Times - Actuaries All Share Index. Such success has been built upon the investment management disciplines of Duménil-Leblé together with the finely tuned market intelligence of Duménil within the UK.

We are confident that the combination of the outstanding prospects for the UK equity market with the investment management skills and track record of the Duménil UK Growth Fund, will continue to offer rewarding prospects to investors over the medium term.



**NEW FUND  
FIXED OFFER  
UNTIL 15TH APRIL**

# DUMÉNIL

## Unit Trust Management Limited

54 St. James's Street, London SW1A 1JT.  
Telephone: 01-499 6383

Member of the Unit Trust Association.

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Peter McGarrigle **01-499 6383**

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This is not an offer for subscription.

FT 4/4

# A ANOTHER EXCELLENT YEAR

Summary of Results  
for the year ended 31st January 1987

	1987 (\$2 million)	1986 (\$2 million)	Increase/ Decrease £'000
TURNOVER	33,000	26,200	+28%
PROFIT BEFORE TAX	2,800	2,900	+31%
EARNINGS PER SHARE	23.8p	16.4p	+45%
DIVIDEND PER SHARE (NET)	7.75p	6.0p	+29%

Europe's leading supplier and manufacturer of quality careerwear and workwear.

Commenting, Chairman Granville Davis said:

- \* Another successful year—pre tax profits up by 31% to £3.8m.
- \* Proposed final dividend of 5.0p net—total for year 7.75p.
- \* Sales and productivity have increased in all main sections.
- \* Two for one scrip issue recommended.
- \* The current year has started well—another good year anticipated.

The Annual Report and Sales Catalogues will be available on request from the address below

**Alexandra**

WORKWEAR plc

Alexandra House, Patchway, Bristol BS12 5TP

Telephone: 0272 630808, Fax: 0272 630808, Telex: 11295



## Central American Bank for Economic Integration (CABEI)

**U.S. \$20,000,000**

Floating Rate Serial Notes due 1994

For the six months

9th April, 1987 to 9th October, 1987

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 7.5% per cent. per annum, and that the interest payable on the relevant interest payment date, 9th April, 1987 against Coupon No. 17 will be U.S. \$204.60.

The Industrial Bank of Japan, Limited  
Agent Bank

## Shearson Lehman Brothers Holdings Inc.

(Formerly in Denmark)

**U.S. \$300,000,000**

Floating Rate Notes Due October 1996

For the three months

8th April, 1987 to 8th July, 1987  
the Notes will carry an interest rate of 6.8625 per cent. per annum and interest payable on the relevant interest payment date 8th July, 1987 will amount to U.S. \$168.41 per U.S. \$10,000 Note.

By Morgan Guaranty Trust Company of New York, London Agent Bank

## INSPECTORATE

### Inspectorate International Finance N.V.

Curaçao, Netherlands Antilles

under the irrevocable guarantee of

Inspectorate International Ltd.  
Neuchâtel, Switzerland

**DM 200,000,000**

### 2% Deutsche Mark Bearer Bonds of 1987/1992

Warrants to purchase Bearer Participation Certificates ("BPCs") of Stg. 20.— per value each of Inspectorate International Ltd.

Each Bond in the denomination of DM 5,000.— is provided with one detachable Warrant A which entitles the Warrantholder to purchase four BPCs of Inspectorate International Ltd. and to subscribe for two Warrants B. Such two Warrants B entitle the Warrantholder to purchase an aggregate of eight BPCs of Inspectorate International Ltd.

#### Schweizerischer Bankverein (Deutschland) AG

Banque Paribas Capital Markets GmbH	Commerzbank Aktiengesellschaft	DG BANK Deutsche Genossenschaftsbank
Dresdner Bank Aktiengesellschaft	Merrill Lynch Capital Markets	Salomon Brothers AG
Swiss Cantobank (International)	Julius Baer International Limited	Banca del Gottardo
Banca della Svizzera Italiana	Bank in Liechtenstein (Frankfurt) GmbH	Bayerische Landesbank Girozentrale
Bayerische Vereinsbank Aktiengesellschaft	Berliner Handels- und Frankfurter Bank	Industriebank von Japan (Deutschland) AG
Kreditbank International Group	Leu Securities Limited	Swiss Volksbank
	Trinkaus & Burkhardt Kommanditgesellschaft auf Aktien	

New Issue

This announcement appears as a matter of record only.

April 8, 1987

## UK COMPANY NEWS

# More O'Ferrall jumps by 86% to over £5m

More O'Ferrall, the outdoor advertising group, boosted its pre-tax profits by more than 86 per cent from £2.5m to £5.2m on turnover up from £22.5m to £23.8m in 1986.

Shareholders will benefit from the substantial improvement through a proposed final dividend of 3.8p (3p), making a total of 5.2p (4p) for the year.

Mr Russell Gore-Andrews, the chairman, said that a restructuring of the competition in the outdoor advertising sector in the UK, More O'Ferrall's major market, should lead to the strengthening of the medium and more profitable base for the group's future development.

He said that it had continued its investment in acquiring new sites in France and believed

that More O'Ferrall's special presentation of advertising in the market would meet the new challenge from the liberalisation of TV advertising.

In January, the group paid a dividend of £640,000 (3p) for Multimedia, which has the concessions for Dublin, Cork and Shannon airports, and Display Sign Services, a roadside contractor.

Tax charges rose from £1.25m to £1.85m and earnings virtually doubled to 10p (8.7p).

### • comment

After a patchy profits record in the last few years, More O'Ferrall now seems to have got the formula right. It has established itself at the top end of the market and used its management skills and shrewd

marketing to turn the outdoor poster into an attractive and flexible advertising medium. Its Adshel subsidiary, which sells advertising space on bus shelters, has an 88 per cent of market share but the group has only 20 per cent of total poster sales income in the UK. This, together with the potential for expanding its operations in Europe, leaves plenty of room for growth.

The takeover of London and Continental Advertising Holdings by MAI in January has left the poster market looking firm. A General Election campaign will be the icing on the cake. Pre-tax profits of 3.8p for 1987 are forecast which at 10p, up 10p, gives a prospective p/e of about 12. This is undemanding for a group with good opportunities for further progress.

## Profits fall to £0.43m at Riley Leisure

A FALL in pre-tax profits from £751,000 to £639,000 was yesterday reported by Riley Leisure, snooker table makers and snooker club operator, for 1986. The figure for 1985 included a £271,000 contribution from the fitness equipment division which was taken over in March 1986 to improve liquidity.

Turnover for the year was reduced by £5m to £21.75m.

Mr Alan Deal, the chairman, said that a collapse in sales of snooker tables to Hong Kong was behind the lower result. The bubble had burst for Riley in that market, which had reached saturation point, he said. Sales were down by over £3m, which had lost the company an estimated £200,000.

Overall profits from the Riley Billiards division fell from £1.35m to £1.05m and turnover down £1m to £16m.

The directors were looking to other export markets, including Japan and China.

The snooker clubs made another good contribution, the chairman said, with profits of £1.23m against £1.17m. Turnover rose marginally to £6.75m (£6.72m).

There were further losses from the fitness industries subsidiary which made home snooker tables. That division had now been sold, he said.

The Leisure Industries division incurred reduced losses of £438,000 (£434,000).

From a reduced group trading profit of £1.35m (£2.45m), the pre-tax result was after interest charges of £916,000 against £1.6m.

Tax took a lower £94,000 (£108,000), and after an extraordinary credit of £1.85m (£1.80m debit), which included the cost of closure and sale of Leisure Industries, retained profits came out at £1.7m (£2.72m).

Group turnover for 1986 climbed from £28.1m to £26.75m. Tax took £2.6m, up against £24.4m. Stated earnings per share improved from 8.2p to 10.2p, an increase of 25 per cent.

Volumes are well ahead of last year in anticipation of new

## Confidence at Aspen as profits soar to £2.1m

Aspen Communications almost doubled its pre-tax profits from £1.1m to £2.1m in 1986, and the final dividend of this USM company is raised from 1.8p to 2.4p for a final of 3.7p net compared with 2.8p.

The directors said the group's organic growth prospects remained excellent.

Results include a full year's contribution from the ACT Preprint companies and the final quarter's results from Sparxay Television Holdings, acquired in September. Sparxay produced the anticipated improved volumes and last month it was merged with Aspen Television to form Aspen Corporate Communications.

Current volumes were significantly ahead of last year, and the prospects for this division were excellent.

The Clearance radiotelephone division had an outstanding year with substantial increases in turnover and profits. Second half results at Pensord Press were affected by actions to prepare for the major increase in capacity resulting from the decision to invest approximately £2.8m (before regional grants and loans) in buildings, plant and machinery over the next three years.

Volumes are well ahead of

last year in anticipation of new

production capacity to be available next month. Prospects for the second half are good.

Magnatech, launched last May, had a good year, producing an overall profit and impressive volume increases. An excellent result is expected from this division in 1987.

Businesses and computer supplies had a year of considerable progress. The merged business forms companies of Walker Computer Forms and the ACT Preprint companies yielded the anticipated improved margins.

The real potential benefits

should start to show in the second half of the current year when two new high productivity presses will be operating.

Group turnover for 1986

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rise  
andra  
o £4m

## UK COMPANY NEWS

### MTM tops £4m and plans growth via acquisitions

Marlborough Technical Management soon to change its name to MTM, yesterday revealed that its profits for the 1986 year had exceeded the prospects forecast by 10 per cent.

On the back of a £14.72m improvement in turnover, to £38.69m profits at the pretax level surged from £1.75m to £4.21m.

The chemicals group came to market in the latter part of 1986 forecasting profits of £3.8m.

Exports advanced from £8.65m to £15.46m.

The directors said their aim was to increase earnings from organic growth of the existing businesses and by acquisition.

They anticipated that 1987 would see further developments and believed it would be a period of continued growth.

Meanwhile, the dividend for 1986 is promised 0.7p net per 5p share. Earnings for the period rose from 3.7p to 10.8p. Had the shares been listed for the full year a dividend of 2.7p would have been recommended.

Tax accounted for £812,000 (£299,000) and minorities for £483,000 (£383,000). There were

also extraordinary debits of £80,000 (credits £267,000).

In the chemical intermediates sector Pure Organics (acquired in November) has been merged with Chemical Services & Distribution and the agency business. They operate now under MTM Chemicals.

Benefits of a major refurbishment and expansion are expected to start to flow through to the sector during the current year.

BMR Chemicals was affected by a downturn in oilfield exploration drilling. However, new products and technology developments in oil production chemicals had enabled the company to expand both its activity and scope in the oilfield sector.

The group's stake in BMR was stepped up from 45 per cent to 51 per cent in 1986.

Mr Brian Wiggins, who founded MTM some nine years ago with Mr Richard Lines, chief executive, intends to retire from his full time executive role of chairman in June.

He will continue as a non-executive chairman with continuing executive responsibility for acquisitions.

### Second half gives Ash & Lacy a boost

BY JASON STEGER

Ash & Lacy, manufacturer of perforated metal, steel cladding and galvanisers, pushed pre-tax profits up from £5.01m to £3.26m in the 58 weeks to January 2 1987. Turnover fell from £84.95m to £83.83m.

Mr Fane Vernon, chairman, said the improvement had been largely due to a strong second half showing from the group's performance in steel cladding companies. At the midway stage he had expected year-end profits to be of the same order as those for 1985.

Mr Vernon said that shareholders would benefit from the company's improved net cash resources up from £2.74m to £4.7m through a proposed

final dividend of 13p (10.25p), making a total of 24p, an increase of 3.75p on 1985.

He said that Ash & Lacy Steel Products continued to suffer from strong competition in the cladding field but said that it was widening its range through its joint venture with Huurri Oy of Finland which would manufacture stainless steel panels under the name of Unicel at Delyn, north Wales.

He expected Huurri's products to make a considerable impact on the market later this year but did not expect a contribution to group profit until next year.

Mr Vane added that Prince Cladding, which Ash & Lacy had

acquired in March 1986, had had a better second half and represented an important move forward into high-specification commercial cladding.

Joseph Ash & Son, the group's galvanising operation, had maintained the high level of profit seen in 1985, and thanks to tight cost-control and substantial savings in the tank-making division had held its own in a difficult year.

New plant costing more than £200,000 and changes in selling and distribution arrangements had helped the galvanizers company to more than double its profits.

W&S Alley had succeeded in lifting its tonnage throughput and had so been able to return a strong profit only slightly less than last year's—despite the adverse effects of depressed metal prices in world markets.

Mr Vernon added that the growing cash resources had put the group in a strong position to continue to re-equip, re-develop and re-invest.

Tax charges fell from £1.66m to £1.26m, a drop from 51.8 per cent to 39.5 per cent. After tax, earnings rose from 34.5p to 48.5p.

£100,000,000



#### Floating Rate Notes Due 1998

Interest Rate	10% per annum
Interest Period	6th April 1987 6th July 1987
Interest Amount per £10,000 Note due 6th July 1987	£249.32

Credit Suisse First Boston Limited  
Agent Bank

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**COUNTY LIMITED**

of

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**SHARE CAPITAL**

Issued and to be issued fully paid

£2,652,360

Brooks' main activities are the hire and maintenance of linen and workwear for hotels, restaurants and industry. Through a network of fifty-eight shops, Brooks also provides a range of personal services including dry cleaning of clothing and home furnishings, garment repairs and alterations, shoe repairs and photo processing.

Application has been made to the Council of The Stock Exchange for the whole of the ordinary share capital of Brooks Service Group Plc, in issue and now being issued, to be admitted to the Official List. 638,812 Ordinary Shares, representing 25 per cent. of the Ordinary Shares now being placed, are being placed through Cepel-Cure Myers. It is expected that dealings will commence on 13th April 1987.

Listing Particulars of the Company are available in the statistical services of Exetel Financial Limited. Copies of such particulars are available during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 22nd April 1987 from:

**COUNTY LIMITED**

Drapers Gardens, 12 Throgmorton Avenue, London EC2P 2ES

**STOCK BEECH & CO LIMITED**

Bristol and West Building, Broad Quay, Bristol BS1 4DD

and from

**BROOKS SERVICE GROUP PLC**

Ashley Vale, Bristol BS2 9RD

Copies of the Listing Particulars are also available from The Company Announcements Office up to and including 10th April 1987.

8th April 1987

### Linread in £5.5m purchase

MTM is no more precise about the source of its profits now than it was at last year's figures, but investors who have seen a doubling in the share price from an initial 110p just six months ago to yesterday's 228p are likely to find little cause for complaint. About £700,000 of the increase was in first-time contributions from acquisitions, leaving the rest vaguely attributable to the management's undoubtedly skills in maximising returns from earlier purchases and the expansion of sales in the US and Far East. New products and the introduction of a financial instruments programme running at 57.5m a year could help push the group to 55m next time, but a rise in the tax charge to 26 per cent will moderate the earnings growth, so the shares are at nearly 12. If someone has to be top, it might as well be MTM, but with ICI sitting on 20 per cent of the shares, it is a tight market. Nice stock if you can get it.

Tradeshaw has strengthened its position in the market for specialist fasteners for the aircraft and automotive industries via the acquisition of Leicester-based Tradeshaw for an initial £5.5m in shares.

Of the 4,541,490 new ordinary Linread shares to be issued, 1,237,705 will be retained by the majority of the vendors for at least two years.

The balance is being conditionally placed with certain institutions at 121p per share, subject to clawback by existing shareholders.

A maximum additional £1.64m in cash or shares is payable, dependent on Tradeshaw's profits for the 1987 year.

Tradeshaw and its subsidiaries are known as the North Bridge Group.

**Blue Arrow spends**

Blue Arrow has agreed to purchase DP Support Services and Tamar for an initial £1.5m. Of the initial consideration, £1.5m will be payable in cash, with the balance to be satisfied by the issue of 220,588 Blue Arrow ordinary.

Any deferred consideration payable would be related to DPCC and Tamar's combined profits performance in 1988 and 1989, and satisfied by the issue of Blue Arrow ordinary shares.

**Dowty buy**

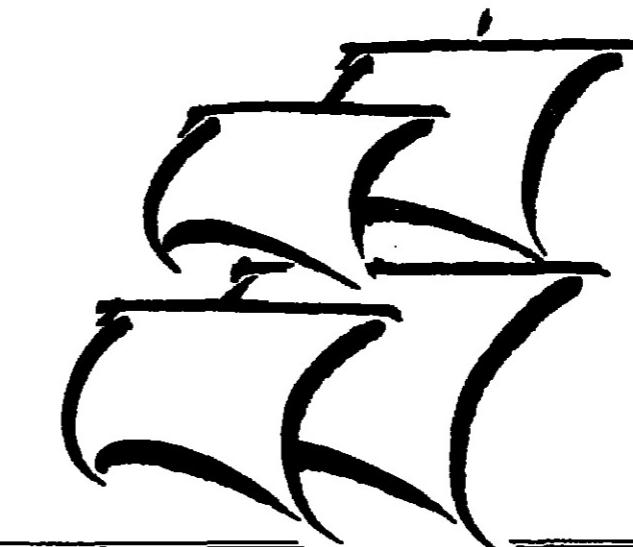
Dowty Group's subsidiary, Dowty Aviation Services Singapore (PTE) has acquired Hell-Orient and FAS Orient for \$4.4m cash.

The businesses are based in Singapore and will be merged with DAS, becoming part of the Dowty repair/overhaul facilities worldwide.

The acquisitions will enable Dowty to broaden its capabilities into helicopter repair and overhaul.

### Meggitt disposal

MEGGITT HOLDINGS has reached agreement on the sale of its 24.67 per cent holding in Mechmar Fastenell Berhad for £1.8m. Mechmar Fastenell is a publicly quoted company formed in 1984 following the merging of Mechmar and the Fastenell companies in Malaysia.



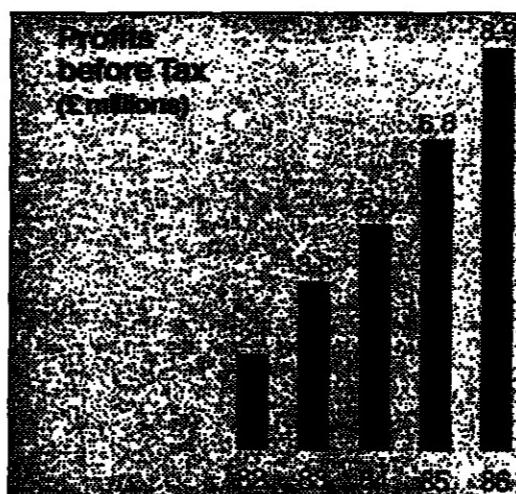
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### Royal Trust Bank

**A year of significant achievement with profits up 30% in 1986**



**6** The year was one of significant achievement for this Bank with continued improvement in operating results as well as in business development activities that strengthened the foundations for future growth.

Nigel Robson, in his report as Chairman of Royal Trust Bank for 1986.

Royal Trust Bank is a wholly-owned subsidiary of Royal Trust, Canada's largest trust company with total assets worldwide under administration exceeding £34 billion and a double A credit rating comparable with the Canadian chartered banks.

Royal Trust Bank in London, Manchester and Ipswich provides a wide range of banking and financial services to corporations and private clients including commercial lending, treasury services, corporate trust and global custody, commercial and residential mortgages, personal financial services, private banking, tax and insurance advice.

- 30% increase in capital base to £73.4 million
- 44% increase in total assets and loans to £1.2 billion
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## COMMODITIES AND AGRICULTURE

### Potato 'squeeze' angers farmers

BY DAVID BLACKWELL

BRITISH POTATO farmers are angry at what they believe is a punitive difference between the physical price for potatoes and the current price on the London Potato Futures Market. They argue that the market is being manipulated by speculators.

They are unhappy with the verdict of last month's official inquiry by the Association of Futures Brokers and Dealers which found no evidence of any attempt to squeeze or corner the market.

Fruit prices on the futures market last July as high as £230 a tonne, while prices on the Dutch market were even higher at £270, following fears of a smaller crop than for 1985. Since then Dutch farmers' prices have fallen to about £20 a tonne over the physical price whereas in London they have been kept at a high level.

On the physical market potatoes are selling at £104 a tonne, while futures contracts for the April position, which expires on Friday, have been around £170 recently. The April

contract is the busiest because it coincides with the end of the main crop season.

Farmers use the futures market to protect themselves against a sudden fall in prices.

Many farmers who hedged

had to incur increased margin payments because of last summer's price rise.

The mounting interest will have forced some to come in and liquidate their positions at losses, in some cases reaching several thousand pounds. In normal circumstances, the farmers might expect to recoup any loss on a hedge through a higher price from his physical sale.

Mr Robin Pooley, chief executive of the Potato Marketing Board, says the fact that the April futures price has remained about 20 per cent ahead of physical is clear evidence of a squeeze on the market, which is "very fixed and trading well".

The world mean denying his traditional merchants any of his potatoes, upsetting a good business relationship, and he would have to buy in potatoes for his farm gate sales.

Potato merchants are also

worried, fearing that a large delivery of potatoes to the futures market will unsettle the market.

Some believe as many as 500 lots could be delivered against the April position—a total of 20,000 tonnes of potatoes—in the three weeks following this Friday.

This would have to be unloaded on the physical market which handles about 30,000 tonnes a week. Mr Pooley said the PMB, which is charged with stabilising the physical market, would take a very serious view indeed if the market were so disrupted. "It would cause the biggest log jam in the 50-year history of the PMB."

But Mr Bill Englebright, joint secretary of the London Potato Futures Association, denies that there is any evidence of a squeeze on the market, which is "very fixed and trading well".

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prices and told him that Santa Claus had arrived early. He admitted that there had been a lot of manoeuvring, rumours and innuendo about an alleged squeeze in the market, but pointed out that the official inquiry last month had found no substance in them whatsoever.

Mr Colin Griffin, of Norfolk Farm Produce, which has 1,400 acres down to potatoes with a crop of about 55,000 tonnes, said he believed the market was no longer acting as a hedging market—and claimed the farming industry had lost a fortune through the activities of speculators on the market.

"Is it a market for hedging, or is it a delivery market?" he asked. "I don't want the aggravation of delivery when the product is only worth £100 a tonne."

The world mean denying his traditional merchants any of his potatoes, upsetting a good business relationship, and he would have to buy in potatoes for his farm gate sales.

### Teck in copper venture talks

BY BERNARD SIMON IN TORONTO

NEGOTIATIONS ARE well advanced on plan to expand a pioneering copper mining operation in the Highland Valley of British Columbia by including a moth-balled smelter and mill owned by Teck Corporation of Vancouver.

The Highland Valley project is widely regarded as a model of the benefits which can accrue when separate companies pool neighbouring ore reserves and processing facilities. The negotiations follow the acquisition of a controlling interest in Cominco, the Canadian metal group, by a consortium led by Teck.

Dr Norman Keiril, Teck's president, said that agreement could be reached within a month to add Teck's mill to a joint venture set up last year

by Cominco and Lororo, the main shareholder of which is Rio Algom, a subsidiary of Brazil's Rio Branco Zinc.

The addition of the Teck mill will expand the complex's processing capacity by about 50 per cent to 130,000 tonnes of ore a day, making it one of the world's biggest copper producers.

Teck threatened legal proceedings last year after it was left out of the Cominco/Lororo partnership, which gave the Lororo mill access to the high grade Cominco ore body. Last November its bargaining position was strengthened by its acquisition in partnership with Metallgesellschaft of West Germany and MIM Holdings of Australia, of a controlling interest in Cominco. Metall-

The combined project's operating costs will be within the bottom 25 per cent of world copper producers.

### Portuguese olive oil board under fire

By Peter Wise in Lisbon

PORTUGAL'S OLIVE Oil Marketing Board has been described as "a笑 at \$2m over the past decade and has wasted ten times that amount in public funds. Some independent journalists say, Mr Alvaro Barreto, the Agriculture Minister, said yesterday.

Mr Barreto said the fraud at the Institute for Olive and Oil Products (IAPO), a state import and marketing monopoly, was uncovered in November and confirmed by investigations carried out by the inspectorate-general of finances and an independent auditor.

The case had been turned over to the High Authority Against Corruption and to the judiciary police and the alleged culprits suspended from their jobs, he added.

Mr Barreto said an investigation had also been ordered into the affairs of Epeac, the state grain store and marketing monopoly, on suspicion of financial irregularities.

### India concerned over grain crop stagnation

BY K. K. SHARMA IN NEW DELHI

INDIA'S FOODGRAIN production is causing concern because it has stagnated at the level of around 150 million tonnes for the last four years, despite substantial investments aimed at increasing output.

In 1984-85, the Ministry of Agriculture expected production to be just 151 million tonnes which is 9 million tonnes below target, according to the annual report of the Ministry published yesterday.

The report says that the erratic monsoon coupled with heavy floods in parts of South India will mean a setback in paddy production although "cottage grains" (like barley) are expected to increase in output.

The anticipated production of various crops for the year are: rice 60 million tonnes, wheat 49 million tonnes, coarse cereals 26 million tonnes, pulses (like lentils) 13 million tonnes, sugar cane 170-175 million tonnes, oilseeds 12 million tonnes, cotton 8 million bales and jute and mesta 7.8 million bales.

The report notes that the target food grain production for 1986 (the final year of India's seventh five-year plan) has been fixed at 178 million tonnes and 183 million tonnes.

The Ministry feels "this is achievable" although it will depend on weather conditions.

Since India is still dependent on the monsoon for agricultural performance, contingency plans are being made to overcome rainfall failure.

The major thrust will be on better water management. Simultaneously, efforts for spread of improved technology, including use of high-yielding variety of seeds, will also be made.

Officials point out that, despite the stagnation in food-grain production, India's food stocks remain high at 25 million tonnes and so no scarcities are feared. In fact, India is currently an exporter of wheat and rice.

By Patrick Knight in Brasilia

AS BRAZIL starts to gather its largest ever grain harvests of 60 million tonnes, it is facing an acute storage problem. There is a massive glut of 15m tonnes in five northwestern states where production has grown fast in recent years. The situation will be extremely tight in several other states.

The problem is made acute by the fact that not only do stocks of 7m tonnes of maize and rice occupy storage but imports of these commodities ordered during last year's drought from Argentina, Uruguay and the US are still arriving at Brazilian ports.

Even so, however, there will be a record 16.7m tonnes and there will be 27.5m tonnes of maize, 11m tonnes of rice and 2m tonnes of beans. However, lower than anticipated prices now being paid may result in plantings falling off sharply this year.

However, their chances will be better in 1987 than they might have been last year for two reasons — firstly, the only North American mercury mine, McDermitt, in Nevada, closed in January because it was losing money for its operator, Placer Development, the Canadian group. Finally, the Soviet Union does not seem to have renewed a controversial contract under which it last year sold most of its exports at free market prices to a single commodity trading company, Phibro-Salomon.

Almaden, the Spanish producer successfully lured the IEC Commission to Brussels to start an investigation earlier this month into allegations that the Soviets were dumping mercury. Almaden alleged Soviet quicksilver was sold at prices 9.8-10.2 per cent, while 9.8-10.5 per cent in some uses.

At the same time price competition among producers has been intense, with the Soviet Union and, increasingly, China raising exports to the Western European foreign exchange market.

ANTIMONY: European free market, min 98.6 per cent, 5 per cent, 10kg flak in warehouse, 200-220 (200-215).

MOLYBDENUM: European free market, drummed molybdenum oxide 4 per cent Mo, in warehouse, 3.03-3.07 (3.07-3.10).

SELENIUM: European free market, min 98.5 per cent, 5 per pound, in warehouse, 4.50-5.20 (4.70-5.10).

TUNGSTEN: European free market, min 98 per cent V2O5, other sources, 8 per cent V2O5, 10kg flak in warehouse, 2.50-2.65 (2.52-2.55).

URANIUM: Nuclear exchange price, \$ per pound U3O8, 18.75 (same).

On the face of it, the Spanish, Algerian and Turkish pro-

ducers might look to have an almost-impossible task in trying to control the market, given the plentiful alternative sources of supply, especially as the levels of Chinese and Soviet exports vary wildly from one year to the next.

However, their chances will be better in 1987 than they might have been last year for two reasons — firstly, the only North American mercury mine, McDermitt, in Nevada, closed in January because it was losing money for its operator, Placer Development, the Canadian group. Finally, the Soviet Union does not seem to have renewed a controversial contract under which it last year sold most of its exports at free market prices to a single commodity trading company, Phibro-Salomon.

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ducers are meeting to see how price levels are affecting the losses.

Enterprise National des Nouveaux Energies (ENOF) of Algeria said in a statement: "Prices quoted by some specialised publications (of which free market quotations are basic) do not reflect accurately the whole market." As a result the producers had decided to sell at a minimum of \$300 a tonne, which was close to their production cost.

Mercury, or quicksilver as it is sometimes called, is used

most extensively in batteries,

and in making chlorine, caustic

soda and paint, as well as ther-

ometers and tooth fillings.

Demand has been sluggish

because consumers have been

paying for the development of

substitute materials to replace

toxic mercury in some uses.

At the same time price com-

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# WORLD MARKETS

## FT-ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

### NATIONAL AND REGIONAL MARKETS

Figures in parentheses show value of stocks per groupings.

Australia (98) 128.29 +0.1

Austria (16) 93.63 +0.4

Belgium (47) 117.22 +0.0

Canada (33) 136.07 -0.1

Denmark (29) 113.62 +0.6

France (122) 122.23 -1.5

West Germany (90) 125.23 +0.5

Hong Kong (45) 105.87 -0.5

Ireland (14) 123.37 +0.4

Italy (76) 103.28 -0.6

Japan (450) 134.69 +1.0

Malaysia (56) 134.08 -0.1

Mexico (14) 147.20 -4.2

Netherlands (38) 120.20 +0.8

New Zealand (27) 94.44 -0.3

Norway (25) 123.80 -0.5

Singapore (27) 120.00 -0.4

South Africa (61) 162.79 +0.6

Spain (43) 108.51 -0.1

Sweden (33) 116.47 +0.8

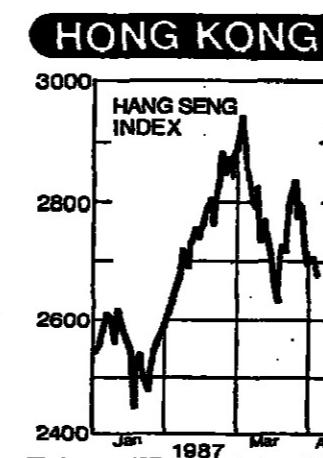
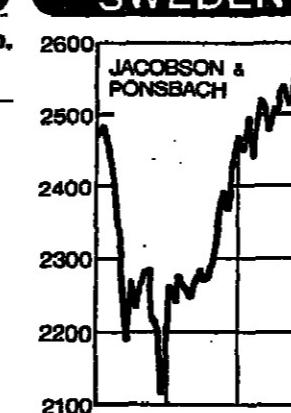
Switzerland (50) 99.70 -0.3

United Kingdom (442) 121.30 -0.1

USA (598) 121.88 -1.6

TUESDAY APRIL 7 1987

DOLLAR INDEX



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3.00 p.m. New York price.

For sales: 081 200 1000 - 1001

For editorial: 081 200 1000 - 1001

For advertising: 081 200 1000 - 1001

For circulation: 081 200 1000 - 1001

For classified: 081 200 1000 - 1001

For general info: 081 200 1000 - 1001

For editorial: 081 200 1000 - 1001

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## **UNIT TRUST INFORMATION SERVICE**

# UNIT TRUST INFORMATION SERVICE



## LONDON SHARE SERVICE

## AMERICANS—Continued

Stock	Price	No.	Net	Ccy	Yield	Wk
3120 S.A. Corp F 1/2	10.25	1	-	£	1.25	1
72 Southwestern Bell	51	71	-	£	5.50	1
174 Stanley Converv	17.5	1	-	£	1.50	1
174 STX Corp	5.5	67	-	£	0.50	1
74 TTR Inc	21	1	-	£	0.50	1
21 Tversen 22	30	34	-	£	2.00	1
21 Tversen 1986 91.5	25	34	-	£	2.00	1
147 Twink 30.25	25	1	-	£	2.00	1
147 Twink 50.25	25	1	-	£	2.00	1
147 Twink 70.25	25	1	-	£	2.00	1
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147 Twink 2070.25	25	1	-	£	2.00	1
147 Twink 2090.25	25	1	-	£	2.00	1
147 Twink 2110.25	25	1	-	£	2.00	1
147 Twink 2130.25	25	1	-	£	2.00	1
147 Twink 2150.25	25	1	-	£	2.00	1
147 Twink 2170.25	25	1	-	£	2.00	1
147 Twink 2190.25	25	1	-	£	2.00	1
147 Twink 2210.25	25	1	-	£	2.00	1
147 Twink 2230.25	25	1	-	£	2.00	1
147 Twink 2250.25	25	1	-	£	2.00	1
147 Twink 2270.25	25	1	-	£	2.00	1
147 Twink 2290.25	25	1	-	£	2.00	1
147 Twink 2310.25	25	1	-</			

## LONDON SHARE SERVICE

## INSURANCES—Continued

## PAPER, PRINTING—Continued

## TEXTILES—Cont.

## FINANCE, LAND—Cont.

## OIL AND GAS—Continued

## MINES—Continued

Stock	Pri	No. of	Div	Yield	P/E
PAWS Holdings 10p	224	29	25	8.9	11
Pearl Group 5p	225	29	25	8.6	11
Pentax 10p	226	29	25	8.5	11
Perrier 10p	227	29	25	8.4	11
Perrier Group 10p	228	29	25	8.3	11
Perrier UK 10p	229	29	25	8.2	11
Perrier UK 10p	230	29	25	8.1	11
Perrier UK 10p	231	29	25	8.0	11
Perrier UK 10p	232	29	25	7.9	11
Perrier UK 10p	233	29	25	7.8	11
Perrier UK 10p	234	29	25	7.7	11
Perrier UK 10p	235	29	25	7.6	11
Perrier UK 10p	236	29	25	7.5	11
Perrier UK 10p	237	29	25	7.4	11
Perrier UK 10p	238	29	25	7.3	11
Perrier UK 10p	239	29	25	7.2	11
Perrier UK 10p	240	29	25	7.1	11
Perrier UK 10p	241	29	25	7.0	11
Perrier UK 10p	242	29	25	6.9	11
Perrier UK 10p	243	29	25	6.8	11
Perrier UK 10p	244	29	25	6.7	11
Perrier UK 10p	245	29	25	6.6	11
Perrier UK 10p	246	29	25	6.5	11
Perrier UK 10p	247	29	25	6.4	11
Perrier UK 10p	248	29	25	6.3	11
Perrier UK 10p	249	29	25	6.2	11
Perrier UK 10p	250	29	25	6.1	11
Perrier UK 10p	251	29	25	6.0	11
Perrier UK 10p	252	29	25	5.9	11
Perrier UK 10p	253	29	25	5.8	11
Perrier UK 10p	254	29	25	5.7	11
Perrier UK 10p	255	29	25	5.6	11
Perrier UK 10p	256	29	25	5.5	11
Perrier UK 10p	257	29	25	5.4	11
Perrier UK 10p	258	29	25	5.3	11
Perrier UK 10p	259	29	25	5.2	11
Perrier UK 10p	260	29	25	5.1	11
Perrier UK 10p	261	29	25	5.0	11
Perrier UK 10p	262	29	25	4.9	11
Perrier UK 10p	263	29	25	4.8	11
Perrier UK 10p	264	29	25	4.7	11
Perrier UK 10p	265	29	25	4.6	11
Perrier UK 10p	266	29	25	4.5	11
Perrier UK 10p	267	29	25	4.4	11
Perrier UK 10p	268	29	25	4.3	11
Perrier UK 10p	269	29	25	4.2	11
Perrier UK 10p	270	29	25	4.1	11
Perrier UK 10p	271	29	25	4.0	11
Perrier UK 10p	272	29	25	3.9	11
Perrier UK 10p	273	29	25	3.8	11
Perrier UK 10p	274	29	25	3.7	11
Perrier UK 10p	275	29	25	3.6	11
Perrier UK 10p	276	29	25	3.5	11
Perrier UK 10p	277	29	25	3.4	11
Perrier UK 10p	278	29	25	3.3	11
Perrier UK 10p	279	29	25	3.2	11
Perrier UK 10p	280	29	25	3.1	11
Perrier UK 10p	281	29	25	3.0	11
Perrier UK 10p	282	29	25	2.9	11
Perrier UK 10p	283	29	25	2.8	11
Perrier UK 10p	284	29	25	2.7	11
Perrier UK 10p	285	29	25	2.6	11
Perrier UK 10p	286	29	25	2.5	11
Perrier UK 10p	287	29	25	2.4	11
Perrier UK 10p	288	29	25	2.3	11
Perrier UK 10p	289	29	25	2.2	11
Perrier UK 10p	290	29	25	2.1	11
Perrier UK 10p	291	29	25	2.0	11
Perrier UK 10p	292	29	25	1.9	11
Perrier UK 10p	293	29	25	1.8	11
Perrier UK 10p	294	29	25	1.7	11
Perrier UK 10p	295	29	25	1.6	11
Perrier UK 10p	296	29	25	1.5	11
Perrier UK 10p	297	29	25	1.4	11
Perrier UK 10p	298	29	25	1.3	11
Perrier UK 10p	299	29	25	1.2	11
Perrier UK 10p	300	29	25	1.1	11
Perrier UK 10p	301	29	25	1.0	11
Perrier UK 10p	302	29	25	0.9	11
Perrier UK 10p	303	29	25	0.8	11
Perrier UK 10p	304	29	25	0.7	11
Perrier UK 10p	305	29	25	0.6	11
Perrier UK 10p	306	29	25	0.5	11
Perrier UK 10p	307	29	25	0.4	11
Perrier UK 10p	308	29	25	0.3	11
Perrier UK 10p	309	29	25	0.2	11
Perrier UK 10p	310	29	25	0.1	11
Perrier UK 10p	311	29	25	0.0	11
Perrier UK 10p	312	29	25	0.0	11
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Perrier UK 10p	356	29	25	0.0	11
Perrier UK 10p	357	29	25	0.0	11
Perrier UK 10p	358	29	25	0.0	11
Perrier UK 10p</td					





## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

**Continued on Page 49**

## NYSE COMPOSITE CLOSING PRICES

12 Month

High

Low

Stock

Div.

E

100s

High

Low

Close

Prev.

Date

Chg.

Div.

Stock

# FINANCIAL TIMES

WORLD STOCK MARKETS

## AMERICA

### Early gains reversed by fall in bonds

#### WALL STREET

GIVING UP morning gains, Wall Street stock prices fell sharply yesterday afternoon undermined by profit-taking and a weak bond market, writes Roderick Orman in New York.

Bond prices, which fell a point at the long end of maturities, were hit by renewed weakness of the dollar.

The Dow Jones industrial average closed down 44.80 points at 2,369.94, its fourth-largest points drop in a day. It began the session below its previous close as the markets digested a \$6bn share-taking programme by New Jersey which is diversifying itself of stocks linked with South Africa. Previous sales by the state in recent weeks had also caused sinking spells for the market.

With the help of a wide premium on stock index futures, however, the Dow industrials recovered to show a maximum gain of about 15 points by mid-morning, but the improvement was soon reversed as the bond market turned lower. The self-contained bond in the top tier of stocks, was exacerbated by arbitraging between stock index futures, which were trading at a discount, and the underlying shares.

Broad market indices followed a similar pattern with the Standard & Poor's 500 losing 5.25 to 268.70 and the New York and American stock exchange composite indices falling 2.61 to 163.35 and only 0.59 to 341.64, respectively.

NYSE volume was moderately heavy at 1.064m shares although institutional buying was light. The number of declining issues outnumbered those rising by a margin of 11-to-five.

Technology stocks were generally weaker. Unisys added 5% to \$104.6, Motorola fell 5% to \$58.90, Wang fell 5% to \$15.4, IBM fell 2% to \$148.4, Digital Equipment fell 3% to \$166.4, Texas Instruments fell 3.1% to \$106.4, Advanced Micro Devices gave up 3% to \$28.4 and National Semiconductor fell 3% to \$15.4.

Telco, a manufacturer of computer peripheral equipment, dropped 5% to \$34.7. Merrill Lynch reduced its recommendation from buy to neutral.

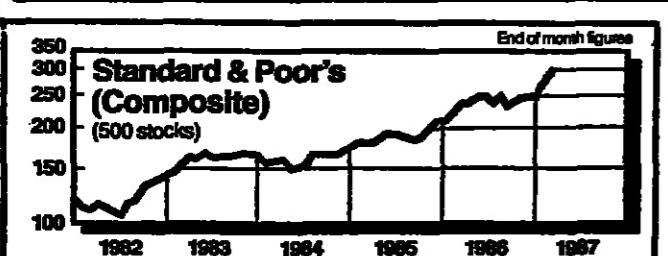
Texaco, up 3% to \$33.4, and Pennzoil, down 5% to \$87.4, recovered and lost respectively some of the ground they made on Monday after Texaco had suffered an adverse court ruling in its fight against Pennzoil.

Allis was unchanged at \$65.7. It had risen strongly on Monday after the national airline pilots union had offered to trim its United Air Lines subsidiary for \$4.5bn. The two parties are due to meet soon.

GenCorp was unchanged at \$11.8. An investment group led by AFG Industries and Wagner & Brown terminated their takeover offer following GenCorp's decision to buy back 54 per cent of its shares at \$13 each.

Caesars World added a further 5% to 106.6.

**KEY MARKET MONITORS**



	STOCK MARKET INDICES
NEW YORK	April 7 Previous Year ago
DJ Industrials	2,369.94 2,405.54 1,765.51
DJ Transport	947.67 951.49 778.53
DJ Utilities	208.72 214.01 185.57
DJ Corp.	226.67 301.35 226.67
LONDON FT	
Ord.	1,594.5 1,598.0 1,598.1
SE 100	1,982.0 1,988.5 1,988.5
A All-shares	595.57 595.58 518.22
A 500	1,105.17 1,110.54 1,01.13
Gold mines	484.9 421.8 280.0
A Long Gf	9.12 9.07 8.87
World Act. Ind.	8124.65 8125.78 8125.83
(Apr 6)	
TOKYO	
Nikkei	22,784.6522.556.8 10,020.0
TOPIX SE	1,942.07 1,931.31 2,025.97
AUSTRALIA	
All Ord.	1,755.1 1,745.4 1,448.5
Metal & Mts.	1,032.7 929.2 545.8
AUSTRIA	
Credit Aktien	202.65 201.50 115.17
BELGIAN BE	
4,611.7 4,406.63 3,682.65	
CANADA	
Toronto	
Met & Mts.	2,722.1 2,760.8 2,278.0
Compsite	3,071.0 3,061.2 3,028.7
Minwest	
Portfolio	1,822.51 1,894.74 1,572.40
DENMARK DK	
199.40 190.70 246.71	
FRANCE	
CAC 40	463.40 450.0 375.9
Ind. Tendance	114.10 115.9 91.9

**STOCK MARKET INDICES**

## Little cheer in London

SECURITIES markets in London found little cheer in Wall Street's strong overnight performance and two more opinion polls predicting election success for the Conservatives.

Worries over the weak dollar and the threat of a trade war with Japan overshadowed trading, and share prices finished slightly lower despite a late rally.

The FT-SE 100 index closed down 2.6 at 1,367.6 after falling by 12 points in early trading while

the FT Ordinary index shed 1.5 to finish at 1,584.5.

Firms in crude prices did nothing for the oil majors, and prices ended lower in single digit trading, with BP off 4p to \$16.9.

Against the general trend, Jaguar, predicting 10 to 15 per cent growth in world sales this year, added 16p to \$31.9.

Bondo finished lower, with long-dated issues of 3% of a basis point, as the market awaited today's meeting of the G7 finance ministers. Details, Page 46.

## EUROPE

### Stockholm rises to fresh high

WIDESPREAD selling, much of it as a technical reaction to recent gains, together with a fall in overseas interest left most European equities markets lower or steady. Sweden was a notable exception, other drug stocks were lower.

Merck fell 5% to \$160, Upjohn 3.8% to \$127.50, Sandoz dropped 2% to \$73.6.

The tone of Wall Street's selling, which fell a point at the long end of maturities, was hit by renewed weakness of the dollar.

The Dow Jones industrial average closed down 44.80 points at 2,369.94, its fourth-largest points drop in a day. It began the session below its previous close as the markets digested a \$6bn share-taking programme by New Jersey which is diversifying itself of stocks linked with South Africa. Previous sales by the state in recent weeks had also caused sinking spells for the market.

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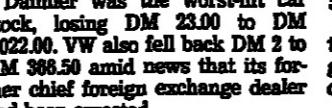
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**KEY MARKET MONITORS**



DESPITE the discouragement of a rise in the financial rand and a dip in bullion prices, Johannesburg's record Monday close of 3,881.2, a rise of 34.2.

Among the stronger gold stocks,

Galactic Resources picked up 3.5% to CS14, having announced on Monday plans to merge with Quartz Mountain Gold. Hemlo Gold was up 3.5% to CS27.4 and Lacauna Mining added CS1% to CS18.4.

Forest stocks performed well, with Canfor Corp CS14 stronger at CS35.4, BC Forest Products CS14 up at CS14, and Consolidated Bathurst CS14 better at CS14.

Montreal gained overall, with mining, utilities and oils strongest.

Vancouver stock exchange said its March volume was a record 476.2m shares, well up from the 270.1m shares traded in March

and February.

Brussels closed steady after heavy late selling had wiped out

Zarich slipped back amid widespread falls in blue chips. UBS led the way, giving up 5p to SF 1,575 to SF 1,575. Also lower were Sandox bearing, SF 212.5 to SF 11,250, and Hoffmann-La Roche 1/4 shares, by SF 200 to SF 13,025.

Paris eased in moderate trading as foreign interest in the market declined. Falls led advances by 14 to 30 with 14 issues steady.

Among the leading losers, Radio-technique shed SF 75 to SF 1,500, Air Liquide lost SF 35 to SF 735 and Most Honeywell, which boosted its dividend to SF 45 from SF 35.50, lost SF 30 to SF 2,370.

Miller fell, depressed by selling prior to Monday's monthly settlements and by continued domestic political tensions.

Subsidiaries controlled by Mr Carlo De Benedetti rose, however, as the financier announced a 3% per cent rise in group earnings, with food group Buitoni up by DM 10 to DM 100 and Commerzbank DM 8.20 to DM 78. Bayernhypo tumbled DM 15 after Monday's gains to DM 449.

Daimler was the worst-hit car stock, losing DM 23.00 to DM 1,022.00. VW also fell back DM 2 to DM 368.50 amid news that its former chief foreign exchange dealer had been arrested.

Brussels closed steady after heavy late selling had wiped out

Heinz, Pecht and Koenig in quiet trade. Rises outpaced falls by 51 to 39 with 47 stocks unchanged.

Oslo finished mixed after profit-taking was followed by a resurgence of optimism that the bourse could soon reach record levels.

The all-share index put on 0.9 to 319.57, just 5.74 shy of the November 1986 record.

Diamond Stock De Beers rose 40 cents to RM 20.40, but platinum companies Impala and Rustenburg slipped back, by 75 cents to RM 24.60 and by RM 1 to RM 24.50, respectively.

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